GOVERNMENT OF KHYBER PAKHTUNKHWA
CLIMATE CHANGE, FORESTRY, ENVIRONMENT & WILDLIFE DEPARTMENT
PAKISTAN FOREST INSTITUTE, PESHAWAR
REQUEST FOR PROPOSAL (RFP)
CONSULTANCY SERVICES

(Revised in light of the Pre-Bid Meeting held on 13 November 2026)

HIRING OF CONSULTANCY SERVICES FOR FEASIBILITY STUDY OF THE PROJECT TITLED "Feasibility Study(s) and Development / Improvement / Rehabilitation of Infrastructure for Up-Gradation of Pakistan Forest Institute to Degree Awarding Institute (DAI)"

The Pakistan Forest Institute (PFI), Climate Change, Forestry, Environment & Wildlife Department, Government of Khyber Pakhtunkhwa, intends to upgrade the Institute to a Degree Awarding Institute (DAI) and invites Request for Proposals (RFPs) from reputed consultancy firms / government institutions for conducting the **"Feasibility Study(s) and Development / Improvement / Rehabilitation of Infrastructure for Up-Gradation of Pakistan Forest Institute to Degree Awarding Institute (DAI)"** (ADP No. 419, Code: 250516 (2025-26)). The procurement shall be carried out through the Quality and Cost Based Selection (QCBS) method under a Single Stage – Two Envelope bidding procedure in accordance with the KPPRA Act and Rules. The assignment duration is Six (06) months from signing of the agreement, with a technical to financial weightage of 70%:30% and a minimum qualifying technical score of 60.

A. ELIGIBILITY CRITERIA

Interested consultancy firms' / government institutions must be registered with the Federal / Provincial Tax and Revenue Authorities (FBR, KPRA / KPPRA, PPRA) as active taxpayers, and must possess the required financial, technical and management capacity to deliver the assignment. It is further clarified that all bidders, for the purposes of works and consulting and non-consulting services shall be registered with the Khyber Pakhtunkhwa Revenue Authority, established under the Khyber Pakhtunkhwa Revenue Authority Act, 2022 (Khyber Pakhtunkhwa Act No. XVIII of 2022). Registration with KPPRA is mandatory for all firms, including firms registered outside Khyber Pakhtunkhwa, international firms and every partner of a Joint Venture. Eligible firms must have recognized expertise in academic / institutional reforms or upgradation of institutions to Degree Awarding Institute / University status, and must be well versed with the functioning of Government Departments including Universities / DAIs. Each proposal shall be accompanied by a Letter of Application, power of attorney on judicial stamp paper (Rs. 150/-) (from all participating firms in case of a Joint Venture), company profile, income tax returns and audited annual turnover of the consulting firm itself for the last three years, and affidavits (no-litigation, non-blacklisting and correctness of information) as specified in the RFP document and eligibility checklist. A person associated with one consultancy firm or Joint Venture shall not be associated with any other consultancy firm or Joint Venture for this feasibility study; this equally applies to firms participating in Joint Ventures. Key professional staff need not be regular employees of the firm and may be engaged by or associated with it specifically for this feasibility study.

B. EXPERIENCE

The firm should have at least five (05) years of professional experience of conducting similar studies. The firm shall submit a list of all relevant consultancy assignments completed in the last five (05) years or in progress, with a brief description, location, name of client, overall cost, and start / completion dates. Overall general experience in master planning / design / detailed design / supervision of general civil works duly registered with PEC and feasibility studies of at least two (02) projects. Only the experience of the consulting firm shall be considered. Attested copies of supporting documents (Work Order and Completion Certificate, signed and stamped by the consulting firm) shall be provided along with details of already completed projects and similar works in hand.

C. ISSUANCE OF DOCUMENT AND DEADLINES

The detailed amended RFP document, having the scope of services / ToRs, can be downloaded from the Khyber Pakhtunkhwa Public Procurement Regulatory Authority (KPPRA) website, the Pakistan Forest Institute Peshawar website, and the website of the Climate Change, Forestry, Environment & Wildlife Department.

i. Interested firms can also obtain a hard copy of the RFP document from the office of the Project In-charge, Pakistan Forest Institute, University Campus, Peshawar, free of cost.

ii. The interested firms / organizations having relevant experience shall submit their Technical and Financial Proposals in English through EPADS only, under the Single Stage – Two Envelope procedure. Hard copies are not required.

iii. The **deadline for submission** of proposals through EPADS has been **extended from 23rd November 2026 to 27th November 2026** up to 1100 hours. The proposals shall remain valid for a period of sixty (60) days from the date of opening of the technical proposals.

iv. The Technical Proposals will be opened on the same day at 1200 hours in the presence of the Procurement Committee duly notified by the Secretary CCFE&WD and the representatives of participating firms present at the time. The Financial Proposals of the technically qualified firms (scoring at least 60 marks in the technical evaluation) will be opened later, and the date will be communicated to them after evaluation and approval of the technical bids.

v. A Bid Security in the shape of a Call Deposit Receipt (CDR) equal to two percent (2%) of the bid amount, in the name of "PI PFI Feasibility Study", shall be submitted with the bid. The 2% bid security of the successful bidder shall be retained till the completion and approval of the deliverables, and a performance guarantee of 8% of the contractual cost shall be deducted from the first two payments under the deliverable-based payment schedule. Proposals received after the due date and time, or those without bid security, shall not be entertained.

D. PRE-BID MEETING

The Pre-Bid Meeting was held at Pakistan Forest Institute, Peshawar, at 1100 hours on 13 November 2026. The RFP document stands amended in light of the minutes of that meeting, and a Corrigendum / Addendum has been issued accordingly.

Project In-charge Pakistan Forest Institute, University Campus, Peshawar, Khyber Pakhtunkhwa Phone: 091-9221368 / 091-9221224 / 0345-0501805 | Email: dfprdatpfi@gmail.com / Sajjad.saeed@pfi.gov.pk

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GOVERNMENT OF KHYBER PAKHTUNKHWA

CLIMATE CHANGE, FORESTRY, ENVIRONMENT & WILDLIFE DEPARTMENT
PAKISTAN FOREST INSTITUTE, PESHAWAR

REQUEST FOR PROPOSAL (RFP)

CONSULTANCY SERVICES FOR FEASIBILITY STUDY

For the Project titled

"Feasibility Study(s) and Development / Improvement / Rehabilitation of Infrastructure for Up-Gradation of Pakistan Forest Institute to Degree Awarding Institute (DAI)"

ADP No.	419 | Code: 250516 (2025-26)
Selection Method	Quality & Cost Based Selection (QCBS) – Single Stage, Two-Envelope
Assignment Duration	Six (06) Months from date of signing of agreement

Issued by:

Office of the Director General, Pakistan Forest Institute
University Campus, Peshawar, Khyber Pakhtunkhwa
Phone: 091-92213868 091- 9221224 | Email: dfprd@pfi.gov.pk / Sajjad.saeed@pfi.gov.pk

Year 2026–27

Amended in light of the Pre-Bid Meeting held on 13th November, 2026

Pakistan Forest Institute, Peshawar

DISCLAIMER

1. The Pakistan Forest Institute, Climate Change, Forestry, Environment & Wildlife Department, Government of Khyber Pakhtunkhwa (hereinafter referred to as the "Client") has prepared this Request for Proposal (RFP) document to provide information regarding the "Consultancy Services for Feasibility Study for the Project titled "Feasibility Study(s) and Development / Improvement / Rehabilitation of Infrastructure for Up-Gradation of Pakistan Forest Institute to Degree Awarding Institute (DAI)" (hereinafter referred to as the "Project"). The information contained in this RFP document, or subsequently provided to Bidder(s), whether verbally or in documentary or any other form by or on behalf of the Client or any of its employees, is provided to Bidder(s) on the terms and conditions set out in this RFP.

2. This RFP is not an agreement and is neither an offer nor an invitation by the Client to the prospective Bidders or any other person. The purpose of this RFP is to provide interested parties with information that may be useful to them in making their technical and financial offers pursuant to this RFP (the "Bid"). This RFP includes statements which reflect various assumptions and assessments arrived at by the Client in relation to the Project. Such assumptions, assessments and statements do not purport to contain all the information that each Bidder may require. Each Bidder should conduct its own investigations and analysis and should check the accuracy, adequacy, correctness, reliability and completeness of the assumptions, assessments, statements and information contained in this RFP and obtain independent advice from appropriate sources.

3. Information provided in this RFP to the Bidder(s) is on a wide range of matters, some of which depend upon interpretation of law. The information given is not an exhaustive account of statutory requirements and should not be regarded as a complete or authoritative statement of law.

4. The Client accepts no responsibility for the accuracy or otherwise of any interpretation or opinion on law expressed herein. The Client and its employees make no representation or warranty and shall have no liability to any person, including any Applicant or Bidder under any law, statute, rules or regulations or tort, principles of restitution or unjust enrichment or otherwise for any loss, damage, cost or expense which may arise from or be incurred or suffered on account of anything contained in this RFP or otherwise.

5. The Client also accepts no liability of any nature whether resulting from negligence or otherwise, howsoever caused, arising from reliance of any Bidder upon the statements contained in this RFP.

6. The Client may, in its absolute discretion but without being under any obligation to do so, update, amend or supplement the information, assessment or assumptions contained in this RFP. The issue of this RFP does not imply that the Client is bound to select a Bidder or to appoint the Selected Bidder for the

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Project, and the Client reserves the right to reject all or any of the Bidders or Bids after giving reasons / justifications as per KPPRA / PPRA rules.

7. The Bidder shall bear all costs associated with or relating to the preparation and submission of its Bid, including but not limited to preparation, copying, postage, delivery fees, and expenses associated with any demonstrations or presentations which may be required by the Client, or any other costs incurred in connection with or relating to its Bid. All such costs and expenses will remain with the Bidder, and the Client shall not be liable in any manner whatsoever for the same or for any other costs or expenses incurred by a Bidder in preparation / submission of the Bid, regardless of the conduct or outcome of the Bidding Process.

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SECTION 1 — LETTER OF INVITATION

This Request for Proposal (RFP) is addressed to all consultants meeting the eligibility criteria provided in this document. It is not permissible to transfer this invitation to any other firm.

A firm will be selected under the Quality and Cost Based Selection (QCBS) method through a Single Stage – Two Envelope bidding procedure described in this RFP, in accordance with the Khyber Pakhtunkhwa Public Procurement Regulatory Authority (KPPRA) Act and Procurement Rules.

Date: 17 / 11 / 2026

Subject: ***Letter of Invitation for Consultancy Services for Feasibility Study for the Project titled*** **"Feasibility Study(s) and Development / Improvement / Rehabilitation of Infrastructure for Up-Gradation of Pakistan Forest Institute to Degree Awarding Institute (DAI)"**

1. The Client for the project titled "Feasibility Study(s) and Development / Improvement / Rehabilitation of Infrastructure for Up-Gradation of Pakistan Forest Institute to Degree Awarding Institute (DAI)" requests proposals, advertised for the "Consultancy Services for Feasibility Study" for the said project, under Competitive Bidding. Consultants who fulfill the criteria mentioned in this RFP document may apply.

2. The amended RFP document can be obtained from the office of the Project In-charge, Pakistan Forest Institute, University Campus, Peshawar, or downloaded from EPADS and the websites of KPPRA, Pakistan Forest Institute Peshawar and the Climate Change, Forestry, Environment & Wildlife Department.

3. The method for selection of consultants will be Quality and Cost Based Selection (QCBS) through a Single Stage – Two Envelope bidding procedure as described in this RFP, in accordance with the Khyber Pakhtunkhwa Public Procurement of Goods, Works and Services Rules, 2014 and the Procurement of Consultancy Services Regulations, 2010.

4. The RFP includes the following documents:

   i. Disclaimer
   ii. Letter of Invitation
   iii. Instructions to Consultants (including Data Sheet)
   iv. Technical Proposal – Standard Forms
   v. Financial Proposal – Standard Forms
   vi. Terms of Reference (ToRs)

5. The Client invites Technical and Financial Proposals, to be submitted through EPADS only, on the standard forms prescribed in this RFP. Hard copies are not

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required. The Financial Proposal of only the technically responsive consultants will be opened. All supporting documents shall be signed and stamped by the consulting firm.

6. It is mandatory for proposals to be made using the Standard Forms of the RFP. Proposals that are not on the prescribed format may be discarded. If any information required in the forms is found missing or written elsewhere, no credit will be given in the relevant section of the evaluation.

7. The Evaluation Criteria are provided in this RFP. The technically responsive consultant will be invited for Financial Opening after scoring at least 60 marks overall marks in the Technical Proposal. Only the firms securing minimum qualifying marks (60 marks) will be evaluated for Financial Proposals. After the Financial Proposal opening, the combined evaluation of technical and financial proposals will be carried out by weighting and adding the technical and financial scores. The weight for obtained technical score is seventy (70%) and thirty (30%) percent for financial component.

8. The Client reserves the right to cancel or reject the proposals under the Khyber Pakhtunkhwa Public Procurement Rules. Incomplete proposals or those without bid security shall not be entertained. The bid security, a Call Deposit Receipt (CDR) equal to two percent (2%) of the bid amount, shall be in the name of "PI PFI Feasibility Study". All applicable taxes shall be charged as per the relevant tax laws of the Provincial and Federal Governments.

9. The bid shall be valid for a period of sixty (60) days from the date of opening of the technical proposals and will be valid till the awarding and completion of the assignment i.e. "Feasibility Study(s) and Development / Improvement / Rehabilitation of Infrastructure for Up-Gradation of Pakistan Forest Institute to Degree Awarding Institute (DAI)"

10. The Pre-Bid meeting was held at Pakistan Forest Institute, Peshawar, at 1100 hours on 13 November 2026, and this RFP stands amended in light of the minutes of that meeting.

11. A person associated with one consultancy firm or joint venture shall not be permitted to be associated with any other consultancy firm or joint venture for this feasibility study; this restriction equally applies to the firms participating in a joint venture. Key professional staff need not be regular employees of the firm and may be engaged by or associated with it specifically for this feasibility study.

12. The deadline for submission of Technical Proposals has been extended from 23rd November 2026 to 27th November 2026 till 1100 hours.

Pakistan Forest Institute, Peshawar

Project In-charge
FS-DIR-UPG-PFI-DAI
Pakistan Forest Institute
University of Peshawar, Peshawar, Khyber Pakhtunkhwa
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SECTION 2 — INSTRUCTIONS TO CONSULTANTS

1. Definitions

a) **"Procuring Entity (PE)" / "Client"** refers to the Pakistan Forest Institute, Climate Change, Forestry, Environment & Wildlife Department, Government of Khyber Pakhtunkhwa.

b) **"Consultant"** refers to a person, firm, company or organization offering/providing the consultancy services under this assignment.

c) **"Contract"** refers to an agreement enforceable by law and includes the General and Special Conditions of the contract.

d) **"Data Sheet"** refers to such part of the Instructions to Consultants used to reflect the specific assignment conditions of the tendering process.

e) **"Day"** refers to a calendar day, including holidays.

f) "**Feasibility"** refers to "Feasibility Study(s) and Development / Improvement / Rehabilitation of Infrastructure for Up-Gradation of Pakistan Forest Institute to Degree Awarding Institute (DAI)"

g) **"Government"** refers to the Government of Khyber Pakhtunkhwa.

h) **"Grievances Redressal Committee"** means the Grievances Redressal Committee duly notified by Secretary CCFE&WD for this very feasibility study.

i) **"Instructions to Consultants"** (Section 2 of this RFP) means the documents which provide all information to the consultants needed to prepare their proposals.

j) **"LOI"** (Section 1 of this RFP) means the Letter of Invitation sent by the Procuring Entity to the consultant.

k) **"Proposal"** means the Technical Proposal and the Financial Proposal.

l) **"Procurement Committee**" refers to the Procurement Committee duly notified by Secretary CCFE&WD for this very feasibility study.

m) **"RFP"** means the Request for Proposal prepared by the Procuring Entity for the selection of consultants /consulting firm.

n) **"Sub-Consultant"** means a person or entity to whom the consultant subcontracts any part of the Services for this very feasibility study.

o) **"Terms of Reference (ToR)"** refers to the document included in this RFP as Section 5, which describes the objectives, scope of services, activities, tasks to be performed, respective responsibilities, expected results, deliverables and other data pertinent to the assignment.

2. Introduction

2.1. The Procuring Entity named in the Data Sheet will select a consulting firm / organization in accordance with the method of selection specified in the Data Sheet.

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2.2. The Consultants/firms are hereby invited to submit a Technical Proposal and a Financial Proposal for the consultancy services required for the assignment named in the Data Sheet. The proposal could form the basis for future Contract between the consultant/firm and the Client.

2.3. To obtain first-hand information on the project and on local conditions, Consultants/firms are invited to visit the proposed project location and meet the Client before submitting a proposal (at their own cost) and to attend the Pre-Bid meeting, as specified in the advertisement. It may be in the interest of the Consultants to inform themselves of prevailing conditions relating to Degree Awarding Institutions and take them into account in preparing their proposals.

2.4. Consultants/firms shall bear all costs associated with the preparation and submission of their proposals and contract. The Procuring Entity reserves the right to annul the selection process at any time prior to Contract award.

2.5. The Procuring Entity may provide inputs (information) as specified in the Data Sheet.

3. Conflict of Interest

3.1. Consultants/firms are required to provide professional, objective and impartial advice, holding the Procuring Entity's interest paramount. They shall strictly avoid conflicts with other assignments or their own corporate interest. Consultants have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of the Procuring Entity. Failure to disclose such situations may lead to the disqualification of the Consultant or the termination of its Contract.

3.2. A Consultant 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.

4. Fraud and Corruption

The Procuring Entity requires that Consultants/firms shall observe the highest standard of ethics during the selection and execution of the Contract. The Procuring Entity will reject a proposal for award, and may declare a firm ineligible, if it determines that the consultant/firm has been engaged in corrupt, fraudulent, collusive or coercive practices in competing for or in executing the Contract, as defined under the KPPRA Rules.

5. Integrity Pact

The successful Consultant/firm shall be required to sign an Integrity Pact, as prescribed under the Khyber Pakhtunkhwa Public Procurement Rules, where applicable to the value of the assignment.

6. Eligible Consultants

Consultants may be a firm, an organization, a joint venture, or a government institution having recognized expertise in academic / institutional reforms and the up-gradation of

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institutions to Degree Awarding Institute or University status, and meeting the eligibility and qualification requirements set out in the Data Sheet and the Terms of Reference.

7. Eligibility of Sub-Consultants

Where an individual Consultant/firm does not possess the full range of expertise required for the assignment, it may associate with other consultants and / or other firms or entities in a joint venture or sub-consultancy arrangement, as appropriate, subject to disclosure in the Technical Proposal.

A person associated with one consultancy firm or joint venture shall not be permitted to be associated with any other consultancy firm or joint venture for this feasibility study. This restriction equally applies to the firms participating in a joint venture. The lead consultant shall ensure compliance with the above restriction and shall furnish an affidavit, on judicial stamp paper, with the Technical Proposal to the effect that no person or firm associated with its proposal is associated with any other consultancy firm or joint venture participating in this feasibility study.

8. Only One Proposal

Each Consultant/firm shall submit only one proposal, either individually or as a partner in a joint venture. If a Consultant/firm, including a joint-venture partner, submits or participates in more than one proposal, all such proposals shall be disqualified.

9. Proposal Validity

Proposals shall remain valid for the period specified in the Data Sheet after the date of proposal submission. During this period, Consultants/firms shall maintain the availability of the professional staff nominated in the proposal.

10. Clarification and Amendment of RFP Documents

Consultants/firms may request clarification through EPADS as per KPPRA Guidelines regarding any section/clause in the RFP document up to the number of days indicated in the Data Sheet before the proposal submission date. At any time before the submission of proposals, the Procuring Entity may amend, if necessary, the RFP after the pre bid meeting and no subsequent change will be thereafter.

11. Preparation of Proposals

In preparing the proposal, the Consultants/firms are expected to examine the RFP in detail. Material deficiencies in providing the information requested may result in rejection of the proposal. The Data Sheet will mention only one figure for the assignment — either the estimated number of professional staff-months or the estimated budget, but not both.

12. Language

The Proposal, as well as all related correspondence exchanged by the Consultants/firms and the Procuring Entity, shall be written in English.

13. Technical Proposal Format and Content

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13.1 While preparing the Technical Proposal, Consultants/firms must give particular attention to the following: (i) the proposed key professional staff need not be regular employees of the firm; they may be engaged by or associated with the firm specifically for this feasibility study; (ii) proposed professional staff must, at a minimum, have the experience indicated in the Data Sheet and the Terms of Reference; and (iii) alternative professional staff shall not be proposed, and only one curriculum vitae (CV) shall be submitted for each position.

13.2. The Technical Proposal shall provide the following information using the attached Standard Forms (Section 3): a brief description of the consultant's organization and recent experience of a similar nature; comments or suggestions on the Terms of Reference; a description of the proposed methodology and work plan; the proposed team composition and task assignment; CVs of the proposed professional staff; and estimates of total staff input supported by bar-chart (Gantt) diagrams.

13.3. The Technical Proposal shall not include any financial information.

14. Financial Proposals

The Financial Proposal shall be prepared using the attached Standard Forms (Section 4). It shall list all costs associated with the assignment, including remuneration for staff and reimbursable expenses. All activities and items described in the Technical Proposal must be priced separately; activities described but not priced shall be assumed to be included in the prices of other activities or items.

15. Taxes

The Consultant/firm will be subject to all admissible taxes at the rate prevailing on the date of the contract agreement, unless exempted by the relevant tax authority.

16. Submission, Receipt and Opening of Proposals

16.1. The proposal shall contain no interlineations or overwriting. All pages of the original Technical and Financial Proposals shall be initialed by an authorized representative of the Consultant(s)/consulting firm. The authorization shall be in the form of a written power of attorney accompanying the proposal.

16.2. The Technical Proposal and the Financial Proposal shall be submitted electronically through EPADS only, as separate technical and financial bids, in accordance with the applicable KPPRA instructions. Hard copies are not required. If the Financial Proposal is not submitted separately from the Technical Proposal as indicated, this will constitute grounds for declaring the proposal non-responsive.

16.3. The proposals must be received by the PE through EPADS not later than the time and date indicated in the advertisement. Any proposal received after the deadline shall be not be entertained.

17. Proposal Evaluation

From the time, the proposals are opened to the time the Contract is awarded, the Consultants/firms should not contact the PE on any matter related to their Technical and

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/ or Financial Proposal. Any effort by consultants to influence the PE in the examination, evaluation or ranking of proposals may result in rejection of the proposal. Evaluators of Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded.

18. Evaluation of Technical Proposals

18.1. The evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria, sub-criteria and point system specified in the Data Sheet. A proposal shall be rejected at this stage if it fails to achieve the minimum technical score of 60 indicated in the Data Sheet.

18.2. After the technical evaluation is completed, the PE shall notify in writing those Consultants/firms that have secured the minimum qualifying marks, of the date, time and location, allowing a reasonable time for opening the Financial Proposals. Consultants'/firms' attendance at the opening of Financial Proposals is optional. Financial Proposals of Consultants/firms who failed to secure the minimum qualifying marks shall be returned unopened.

19. Evaluation of Financial Proposals

19.1. Financial Proposals shall be opened publicly in the presence of the consultants' representatives who choose to attend. The names of the consultants and their technical scores shall be read aloud. In case of any computational error, the financial proposal will be out rightly rejected.

19.2. The lowest evaluated Financial Proposal (Fm) will be given the maximum financial score (Sf) of 100 points. The combined score (Sc) will be calculated as per the formula given in the data sheet.

20. Negotiations (Technical and Financial)

Procuring entity may negotiate with the highest ranked bidder regarding methodology, work plan, staffing and special conditions of the contract. In case of consulting services, the procuring agency shall not permit substitution of key staff, unless both parties agree that undue delay in selection process makes such substitution unavoidable. Similarly, negotiations shall not seek changes in the rates quoted by the bidder. In case of failure of negotiations, the procuring agency may invite the second ranked bidder as per the evaluation report.

21. Availability of Professional Staff / Experts

Having selected the Consultant/firm on the basis of, among other things, an evaluation of the proposed professional staff, the PE expects to negotiate a Contract on the basis of the staff named in the proposal. The PE 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. Any proposed substitute shall have equivalent or better qualifications and experience.

22. Award of Contract

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After completing negotiations, the Procuring Entity shall award the Contract to the selected Consultant/firm and, within seven days/prescribed time of the award, publish the result of the bidding process as required under the Khyber Pakhtunkhwa Public Procurement of Goods, Works and Services Rules, 2014. The selected Consultant/firm shall submit a performance guarantee at the rate and in the manner indicated in the Data Sheet and is expected to commence the assignment on the date and at the location specified in the Data Sheet.

23. Confidentiality

Information relating to the evaluation of proposals and recommendations concerning awards shall not be disclosed to the Consultant/firm 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/firm of confidential information related to the process may result in the rejection of its proposal.

24. RFP Acceptance

By submitting a proposal, the consultant/firm shall be deemed to have read, understood, and unconditionally accepted all terms and conditions of this RFP. Such submission shall constitute irrevocable acceptance of terms and conditions, and no objection, claim, or reservation shall be entertained thereafter.

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DATA SHEET

The following specific data for the consultancy services to be procured shall complement, supplement, or amend the provisions of the Instructions to Consultants/firms. In case of conflict, the provisions herein shall prevail.

Clause Ref.	Specific Data
Client / PE	Pakistan Forest Institute (PFI), Climate Change, Forestry, Environment & Wildlife Department, Government of Khyber Pakhtunkhwa, Peshawar.
Assignment	Consultancy Services for Feasibility Study for project titled "Feasibility Study(s) and Development / Improvement / Rehabilitation of Infrastructure for Up-Gradation of Pakistan Forest Institute to Degree Awarding Institute (DAI)"
Method of Selection	Quality and Cost Based Selection (QCBS) – Single Stage, Two-Envelope procedure.
Technical : Financial Weight	Technical = 70%: Financial = 30%. Minimum qualifying technical score: 60 marks
Assignment Duration	Six (06) months from the date of signing of the agreement.
Proposal Validity	Sixty (60) days from the date of technical proposal opening.
Mandatory Eligibility Requirements for the Consultant	The proposal shall be accompanied with the following: a. Letter of Application b. Authorized Representative having power of attorney on judicial Stamp Paper of value Rs.150/- (in case of JV/Consortium, the Power of Attorney shall be furnished by all participating firms) c. Company Profile & Organization Structure d. Registered with Federal/Provincial Tax/Revenue Authorities (i.e. FBR, KPRA/KPPRA, PPRA) with Active Tax Paper's status (must be attached for both if JV/Consortium). Registration with KPPRA is mandatory for all firms, including firms registered outside Khyber Pakhtunkhwa, international firms and every partner of a JV/Consortium. e. JV agreement of foreign firm (fulfilling all legalities/ formalities under prevailing rules) with local consultant firm, where the Bidder is a joint venture. Change in composition of the joint venture shall not be permitted after submission of the bid and subsequently after award of work. (if applicable) f. Income tax returns of the firms and all JV partners (Last three years). g. Company Annual Turnover for the last three years of the firms and all JV partners (if applicable) supported by audit reports. Annual turnover shall be assessed on the basis of the financial statements of the consulting firm itself, not of individual consultants. h. Affidavit of no litigation and no legal action with any Government Organization on judicial e-stamp paper (with a value of Rs.150) i. Affidavit that the firm has never been black listed from any

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Clause Ref.	Specific Data
	Organization on judicial e-stamp paper (with a value of Rs.150) j. Affidavit for Correctness of Information (must be attached for both if JV/Consortium) on judicial e-stamp paper (with a value of Rs.150) k. The firms are required to provide details of following mandatory, requirements with supporting evidences (all supporting documents must be signed and stamped by the consulting firm) a. Local presence of the Consultant in Pakistan. b. Overall General Experience of Feasibility studies of two projects. c. specific experience documents (general and specific experience shall be considered for the consulting firm only, and only where supported by a Work Order and Completion Certificate) d. Annual turnover in the last three years supported by Audit Reports e. The Professional Engineering Entity must be registered with the Pakistan Engineering Council (PEC).
Bid Security	A Bid Security in the shape of a Call Deposit Receipt (CDR) equal to two percent (2%) of the bid amount in the name of "PI PFI Feasibility Study" shall be submitted with the bid.
Performance guarantee	The bid security of the successful bidder will be retained in case no performance guarantee is required, however such a condition shall be mentioned in the bidding document. [In case performance guarantee is required, the bid security of two percent (2%), as specified in sub-rule (1), of the successful bidder, shall not be returned. A performance guarantee amounting to eight percent (8%) of the contractual cost shall be deducted from the first two payments in accordance with the deliverable-based payment schedule. The bid security of two percent (2%) of the successful bidder shall be retained till the completion and approval of the deliverables.] The procuring entity may ask for a performance guarantee from the contractor, which shall not exceed 10 percent of the bid value, as would be specified in the standard bid solicitation documents or standard bidding document as per KPPRA Rules,
Copies Required	No hard copies are required. The Technical and Financial Proposals shall be submitted electronically through EPADS only.
Language	English.
Pre-Bid Meeting	At the office of the Project In-charge, PFI Peshawar, at 1100 hours on 13th November, 2026
Address for Submission	Proposals shall be submitted electronically through EPADS only. Address for correspondence: Office of the Project In-charge / Director General, Pakistan Forest Institute, University Campus, Peshawar. Phone no.091- 9221368 / 091-9221224 / 03450501805 emails:

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Clause Ref.	Specific Data
	dfprd@pfi.gov.pk & Sajjad.saeed@pfi.gov.pk etc.
Procurement Committee	The process and selection of bidders will be carried out by Procurement committee duly notified by Secretary CCFE&WD

Technical Evaluation Criteria

Each responsive Technical Proposal will be scored out of 100 marks against the following criteria. The minimum qualifying technical score is 60 marks.

Sr. No.	Evaluation Criteria	Eligibility / Qualification Requirements	Max Marks
i.	**Experience of the Consultant**		**30**
a)	General experience in institutional feasibility / restructuring projects	Lead consultant role in **minimum two (02)** institutional feasibility, restructuring, or strategic planning projects, maximum of 10 marks will be awarded to the qualifying consultants/firms (additional 2.5 marks per project upto the maximum marks five will be awarded). Documentary proof required (Work Order and Completion Certificate; only the experience of the consulting firm shall be considered).	15
b)	Specific experience in forestry / environmental academia projects	Consultant role in **minimum one (01)** feasibility / restructuring / upgradation project related to forestry, environment, agriculture, or allied higher education institutions completed. Documentary proof required (Work Order and Completion Certificate; only the experience of the consulting firm shall be considered).	10
c)	Financial soundness of the firm	Average annual turnover during last **three (03) financial years** supported by audited financial statements of the consulting firm itself (marks as per turnover slabs).	5
ii.	**Approach and Methodology**		**31**
a)	Understanding of scope & objectives	Demonstrated understanding of ToRs, objectives, scope, risks, and expected outcomes of the assignment.	8
b)	Proposed methodology & work plan	Clear, logical, and implementable methodology including Gantt chart, deliverables, timelines, and responsibilities.	13
c)	Technical approach	Sound technical approach covering **academic, legal, governance, financial, HR, and infrastructure analysis** aligned with HEC and government requirements.	7

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d)	Quality assurance & risk management	Adequate QA mechanisms, review processes, and risk mitigation plan.	3
iii.	**Key Professional Staff Qualifications & Competence**		**39**
	A. Managerial Team		
1.	Team Leader / Project Manager	**Ph.D. or MS/M.Phil (18 years of education)** with **minimum 10 years' experience** in higher education reform, institutional development, or university up-gradation projects.	6
2.	Academic / Curriculum Development Specialist	**Ph.D. or MS/M.Phil (18 years of education)** with **minimum 10 years' experience** in curriculum design, academic planning, and quality assurance in higher education.	5
3.	Legal & Governance Specialist	**LLM / LLB** with **minimum 10 years' experience** in education law, drafting of charters, acts, statutes, rules, and governance frameworks for HEIs.	5
4.	Financial Modeling & Sustainability Expert	**CA / ACCA / MBA (Finance)** with **minimum 10 years' experience** in financial modeling, sustainability planning, and revenue generation for educational institutions.	5
	B. Technical Team		
5.	Higher Education Institutional Expert	**Ph.D. or MS/M.Phil (18 years of education)** with **minimum 10 years' experience** in university administration, HEC compliance, accreditation, and institutional assessments.	5
6.	Infrastructure & ICT Planning Specialist	**BE (16 years of education) or MS (18 years of education) in Engineering & Technology** with **minimum 10 years' experience** in educational infrastructure planning and ICT systems.	5
7.	Subject Matter Specialists (Forestry, Wildlife, Climate Change & Allied Sciences)	**Ph.D. or MS/M.Phil (18 years of education)** in relevant discipline(s) with **minimum 10 years' professional and research experience** in the respective field(s).	8
	Grand Total		**100**

Note:

1. One individual = one position only. The same person cannot be proposed against two or more posts; if proposed for more than one, no marks will be credited for any of them, and the proposal may be declared non-responsive.

2. The 60-mark minimum is only a qualifying threshold — it does not waive the requirement to propose the complete team. The full team specified in the ToRs is mandatory. A proposal scoring 60+ marks but with an incomplete team shall be treated as non-responsive, and in any case the full team must be completed, to the

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Procurement Committee's satisfaction, before signing of the contract; otherwise the award shall not be made.

3. Detailed mark awarding criteria can be found in **Annex-A** of the document.

4. For the purpose of educational qualification, MS/M.Phil means 18 years of education and BS/M.Sc. means 16 years of education.

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SECTION 3 — TECHNICAL PROPOSAL: STANDARD FORMS

The Technical Proposal shall be prepared using the following Standard Forms. Proposals not submitted on these forms may be declared non-responsive. The Technical Proposal shall not contain any financial information.

FORM TECH-1 Technical Proposal Submission Form

[Location, Date]: _____

To: The Director General, Pakistan Forest Institute, University Campus, Peshawar.

Dear Sir,

We, the undersigned, offer to provide the consultancy services for the "Feasibility Study(s) and Development / Improvement / Rehabilitation of Infrastructure for Up-Gradation of Pakistan Forest Institute to Degree Awarding Institute (DAI)" in accordance with your Request for Proposal dated [insert date] and our Technical Proposal. We are hereby submitting our Proposal, which comprises this Technical Proposal and a separate Financial Proposal.

We hereby declare that:

(a) All information and statements made in this Proposal are true, and we accept that any misinterpretation or misrepresentation contained therein may lead to our disqualification.

(b) Our Proposal shall be valid and remain binding upon us for the proposal validity period specified in the Data Sheet.

(c) We have no conflict of interest in accordance with the RFP, and we meet the eligibility requirements stated in the RFP.

(d) We undertake to negotiate a Contract on the basis of the proposed key experts. We accept that the substitution of key experts for reasons other than those stated in the RFP may lead to the termination of Contract negotiations.

(e) Our Proposal is binding upon us and subject to any modifications resulting from Contract negotiations.

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

Authorized Signature: _____

Name & Designation: _____

Name of Firm: _____

Address / Contact: _____

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FORM TECH-2 Consultant's/Firm/Organization and Experience

A — Consultant's/Firm's Organization

Provide a brief description (maximum two pages) of the background and organization of the firm / entity and, in the case of a joint venture, of each partner.

B — Consultant's/Firm's Experience

Using the format below, list assignments of a similar nature carried out during the last ten (10) years. Attach documentary proof (Work Order and Completion Certificate) for each assignment claimed.

S.No	Assignment Name & Brief Description	Client & Location	Duration (from–to)	Role of Firm
1				
2				
3				
4				
5				

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FORM TECH-3 Comments and Suggestions on the Terms of Reference

A — On the Terms of Reference

Present any comments or suggestions on the Terms of Reference that could improve the quality / effectiveness of the assignment.

B — On Counterpart Staff and Facilities

Comment on the counterpart staff, data, services and facilities to be provided by the Client, as indicated in the Terms of Reference.

FORM TECH-4 Description of Approach, Methodology and Work Plan

Provide a description (technical approach, methodology and work plan) for performing the assignment. It is suggested to present this under the following three headings:

(a) Technical Approach and Methodology; (b) Work Plan; (c) Organization and Staffing

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Work Plan / Activity (Gantt) Chart

Indicate the timing of each major activity and deliverable over the six (06) month assignment period.

Activity / Deliverable	M1	M2	M3	M4	M5	M6
Inception & Work Plan						
Diagnostic Assessment						
Market Assessment & Academic Programs						
Legal & Governance Framework						
Financial & HR Plans						
Infrastructure Feasibility						
Consultative Workshops						
PC-I & Final Report						

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FORM TECH-5 Team Composition and Task Assignment

List the proposed key and support staff by specialty, the tasks assigned to each, and the timing of their inputs.

S. No.	Name of Staff	Qualification	Experience (years)	Position / Specialty	Task Assigned	Input (Staff-Months)
1						
2						
3						
4						
5						
6						
7						

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FORM TECH-6 Curriculum Vitae (CV) of Proposed Professional Staff

A separate CV shall be completed for each proposed key expert, in the format below, and signed by both the expert and the authorized representative of the firm.

Proposed Position in the Assignment: _____

Name of Expert: _____

Date of Birth / Nationality: _____

Highest Academic Qualification: _____

Membership of Professional Bodies: _____

Key Qualifications

Summarize the expert's experience most pertinent to the assignment.

_____

_____

_____

_____

_____

_____

Employment Record / Relevant Experience (last 10 years)

Period (from–to)	Employer / Assignment	Position Held & Relevant Activities

Certification: I, the undersigned, certify that this CV correctly describes my qualifications and experience, and I am available for the assignment for its full duration.

Signature of Expert: _____

Signature of Authorized Representative: _____

Date: _____

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SECTION 4 — FINANCIAL PROPOSAL: STANDARD FORMS

The Financial Proposal shall be prepared using the following Standard Forms and submitted separately through EPADS. All items described in the Technical Proposal must be priced; items not priced shall be deemed to be included in the prices of other items.

FORM FIN-1 Financial Proposal Submission Form

[Location, Date]: _____

To: The Director General, Pakistan Forest Institute, University Campus, Peshawar.

Dear Sir,

We, the undersigned, offer to provide the consultancy services for the "Feasibility Study(s) and Development / Improvement / Rehabilitation of Infrastructure for Up-Gradation of Pakistan Forest Institute to Degree Awarding Institute (DAI)" in accordance with your Request for Proposal and our Technical Proposal.

Our attached Financial Proposal is for a total price of (in words) _____ and (in figures) _____, inclusive of all applicable taxes and duties.

Our Financial Proposal shall be binding upon us, subject to the modifications resulting from Contract negotiations, up to the expiry of the proposal validity period. We understand that you are not bound to accept any Proposal that you receive.

Authorized Signature: _____

Name & Designation: _____

Name of Firm: _____

FORM FIN-2 Summary of Costs

Provide the summary of costs of the Financial Proposal. Amounts shall be stated in Pakistani Rupees (PKR).

S.No	Cost Component	Amount (PKR)
1	Remuneration of Key & Support Experts (Form FIN-3)	
2	Reimbursable Expenses (Form FIN-4)	
3	Applicable Taxes & Duties	
	Total Financial Proposal Price	

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FORM FIN-3 Breakdown of Remuneration

State the staff-month remuneration rate and total input for each proposed expert.

S.No	Name / Position	Rate per Staff-Month (PKR)	Input (Staff-Months)	Total (PKR)
1				
2				
3				
4				
5				
6				
7				
	Sub-Total — Remuneration			

FORM FIN-4 Breakdown of Reimbursable Expenses

List all reimbursable expenses associated with the assignment.

S. No.	Description	Unit / Qty	Amount (PKR)
1	Surveys, studies & analytical work		
2	National consultative workshops & consultations		
3	Travel & field visits		
4	Documentation & reporting		
5	Printing of hard-bound & soft copies (05 sets)		
6	Miscellaneous / contingencies		
	Sub-Total — Reimbursable Expenses		

Note: The total of Form FIN-3 and Form FIN-4, together with applicable taxes, shall equal the total price stated in Form FIN-1 and summarized in Form FIN-2.

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SECTION 5 — TERMS OF REFERENCE (ToRs)

1. Background and Justification

Pakistan Forest Institute (PFI) was established at Faisalabad in 1947 to cater to the research, education and training needs of the country in the field of Forestry and Allied Disciplines. In 1953, PFI was shifted to Peshawar and remained an Attached Department of the (now defunct) Ministry of Environment, Government of Pakistan, until its devolution to Khyber Pakhtunkhwa under the 18th Constitutional Amendment with effect from 01/07/2011. At present PFI has a sanctioned strength of 523 posts and is headed by a Director General, with six functional divisions, each headed by a Director.

PFI is presently affiliated with the University Campus for the award of the BS Forestry degree and, despite the availability of the requisite human resource, in-house expertise and infrastructure, cannot independently offer MS / M.Phil and PhD programmes. Most of its current annual budget is expended on salaries and operational matters, leaving very limited funds for research, education, training and the maintenance of its historic infrastructure. This state of affairs is causing a gradual deterioration of its infrastructure and research capacities.

Successive high-level committees, national consultative workshops, and the National Agriculture Education Accreditation Council of the Higher Education Commission (HEC) have recommended and certified the up-gradation of PFI to a full-fledged Degree Awarding Institute (DAI). In pursuance of the directions of the Provincial Cabinet dated 15 January 2025, the present PC-II has been included in the ADP 2025–26 to conduct a comprehensive feasibility study, on the basis of which the required civil works and institutional reforms will be addressed through a subsequent PC-I.

Accordingly, this feasibility study will be conducted by PFI through a consultant, consulting firm or government organization to be hired for the assignment.

2. Goal and Objectives

The main goal of this assignment is to conduct a comprehensive feasibility study covering all aspects of the up-gradation of PFI to a Degree Awarding Institution. The specific objectives are:

a) To evaluate the efficacy of the existing structure / setup of PFI vis-à-vis a modern, effective and smart organization for education and research in the fields of Forestry, Climate Change, Wildlife Management, Biodiversity Conservation and Allied Disciplines, and to devise a new practicable setup for the DAI.

b) To explore cost-effective and executable models for the up-gradation of PFI to a DAI, and to develop a master plan for the financial sustainability of the proposed DAI.

c) To conduct a market assessment and chalk out programmes for Diploma, BS, M.Phil and Ph.D. programmes in the relevant disciplines.

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d) To conduct feasibility studies for new infrastructure and for alteration / renovation of existing infrastructure, human resource and other requirements to meet the requirements of a DAI, and to prepare the PC-I thereof.

3. Term of Reference for Degree Awarding Institute (DAI)

a. To evaluate the performance/ efficacy of existing structure/ setup, divisions and branches of PFI viz-a-viz a modern, effective and smart organization for education and research in the fields of Forestry, Climate Change, Wildlife Management, Biodiversity Conservation and Allied Disciplines.
b. To propose plan/ steps for meeting of general institutional requirements for DAI in light of procedure laid down by the HEC.
c. To accommodate the existing role of PFI as Forest Academy in the DAI for meeting the training needs of provincial/ regional Forest, Wildlife and Environment Departments.
d. Preparation of Charter, Draft Act, Rules and Regulations for the proposed degree awarding institution.
e. To develop a transformation plan for retired and existing employees in the proposed DAI setup.
f. To develop a master plan for financial sustainability of the proposed DAI institution.
g. To find out ways and means to make PFI and its future financially viable.
h. To propose a viable plan for considering revenue generation for meeting the financial requirements of DAI.
i. To study and propose administrative and legal aspects of financially viable DAI.
j. To conduct market assessment and chalk out programs for diplomas, BS, M.Phil and Ph. D. Programs in different disciplines.
k. To develop syllabi for diplomas, BS, M.Phil and Ph.D Programs in the proposed disciplines at par with the National/International high ranking/ reputable institutes.
l. To propose ways and means for development of linkages with the National and International institutions, introducing student exchange programs and international accreditations.
m. To conduct feasibility studies for new DAI, infrastructure and alteration/ renovation in the existing infrastructure, human resource and other requirements to enable it to meet the requirements of DAI and preparation of PC-I, thereof.
n. To conduct national consultative workshop with relevant stakeholders to be identified through or in coordination with consultation of PFI.
o. To submit five (05) hard-bound printed copies of all relevant reports/documents mentioned in these ToRs along with their corresponding soft copies.
p. Consulting Firm/ Government Institution, as the case may be, will complete all above tasks within six (06) months from date of signing agreement with PFI.
q. The client may terminate the contract, with due notice and opportunity for explanation, in case of the consultant's non-compliance or failure to fulfill PC-II provisions within stipulated time, requiring the consultant to refund any advance payments received.

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4. Scope of Work

The Consultant/firm shall be responsible for carrying out a comprehensive feasibility study for the institutional transformation of Pakistan Forest Institute (PFI) into an autonomous higher education institution, in line with Higher Education Commission (HEC) benchmarks, national priorities, and international best practices. The scope of services shall include, but not be limited to, the following:

4.1. Institutional Diagnostic and Strategic Academic Planning

The Consultant/firm shall conduct a detailed institutional diagnostic assessment of PFI covering academic programs, research and innovation capacity, governance and management systems, financial position, physical assets, and human resources. This assessment shall benchmark the existing status of PFI against HEC standards and comparable national and international institutions. Based on market demand analysis and future skill requirements, the Consultant/firm shall develop a comprehensive academic and research strategy, including the design of demand-driven, future-oriented degree programs, modernized and competency-based curricula, and a research and innovation framework aligned with national development needs and global standards.

4.2. Operational, Financial, Legal, and Governance Framework for Autonomy

The Consultant/firm shall prepare a detailed long-term (10-year) financial sustainability and viability plan, identifying capital investment requirements, operational expenditures, funding gaps, and diversified revenue streams such as tuition, research grants, consultancy, endowments, and partnerships. In parallel, the Consultant/firm shall design the complete legal and governance framework required for autonomy, including drafting of relevant legal instruments, statutes, rules, regulations, and policies, and proposing an optimal governance and management structure that ensures academic quality, transparency, efficiency, and accountability.

4.3. Human Resource and Infrastructure Development Planning

The Consultant/firm shall develop an integrated human capital development plan addressing transition and transformation requirements, including re-skilling, capacity building, optimal utilization of existing staff, and recruitment of new academic, research, and administrative personnel. Additionally, the Consultant/firm shall prepare a comprehensive physical infrastructure development plan based on a needs assessment and feasibility analysis, covering rehabilitation and expansion of academic, research, residential, and support facilities, with incorporation of smart campus solutions, ICT integration, and green and sustainable building concepts.

4.4. Implementation Roadmap and PC-I Preparation

The Consultant/firm shall synthesize all analytical, strategic, financial, legal, human resource, and infrastructure components into a cohesive, phased, and time-bound implementation roadmap. This roadmap shall clearly define activities, timelines, resource requirements, institutional responsibilities, milestones, and risk mitigation measures. The assignment shall culminate in the preparation of a complete, ready-to-

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submit PC-I document, compliant with Planning Commission and government requirements, to facilitate approval and transition to the subsequent development and implementation phase.

5. Assignment Duration

The Consultant/Firm shall complete all tasks within six (06) months from the date of signing of the agreement with PFI. The Client may terminate the contract, with due notice and an opportunity for explanation, in case of the Consultant's/firm's non-compliance or failure to fulfill the PC-II provisions within the stipulated time, requiring the Consultant/firm to refund any advance payments received.

6. Key Professional Staff Requirements

The feasibility study shall be executed by a firm of high repute having a team of relevant professionals with exclusive experience of at least five (05) years in their respective fields, along with project planning and implementation experience. For details please refer to the Technical Evaluation Criteria table and **Annex-A**.

7. Deliverables

7.1. Deliverables

The Consultant/firm shall submit the following reports, plans, documents, and outputs to the Pakistan Forest Institute during the course of the assignment, within the stipulated period of six (06) months:

7.2. Inception Deliverables

Inception Report

- Understanding of assignment and objectives
- Detailed methodology and work plan
- Stakeholder mapping and consultation plan
- Data collection framework and timeline

7.3. Diagnostic and Assessment Deliverables

Institutional Diagnostic Assessment Report

- Evaluation of existing organizational structure, divisions, branches, and operational efficacy of PFI
- Assessment of academic, research, training, governance, administrative, financial, and HR systems
- Benchmarking against HEC requirements for Degree Awarding Institutions (DAIs) and international best practices

7.4. HEC Compliance and Gap Analysis Report

- Evaluation of PFI's readiness for DAI status
- Identification of gaps against HEC criteria, procedures, and standards
- Recommendations for meeting statutory and institutional requirements

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7.5. Academic, Research, and Market Deliverables

7.5.1 Market Assessment and Academic Program Development Report

- Market demand analysis for diplomas, BS, MPhil, and PhD programs
- Identification of priority disciplines in forestry, climate change, wildlife, biodiversity, and allied fields
- Recommended academic program portfolio

7.5.2 Curricula and Syllabi Development Package

- Detailed curricula and syllabi for proposed diploma, undergraduate, and postgraduate programs
- Alignment with national and international accredited institutions and HEC frameworks

7.5.3 Academic and Research Strategic Plan

- Long-term academic vision and roadmap
- Research priorities, innovation framework, and linkage with national development goals
- Integration of PFI's existing Forest Academy role within the DAI structure

7.6. Legal, Governance, and Administrative Deliverables

7.6.1 Legal and Governance Framework Package

- Draft Charter
- Draft Act for establishment of the DAI
- Draft Statutes, Rules, Regulations, and policies
- Proposed governance, management, and administrative structure

7.6.2 Administrative and Legal Feasibility Report

- Administrative systems for a financially viable DAI
- Legal implications and compliance requirements

7.7. Financial and Sustainability Deliverables

7.7.1 Financial Sustainability and Viability Plan

- Ten (10) year financial model
- Capital and operational cost estimates
- Funding gap analysis

7.7.2. Revenue Generation and Resource Mobilization Strategy

- Tuition and fee structures
- Consultancy, training, research grants, endowments, partnerships, and other revenue streams
- Financial autonomy mechanisms

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7.8 Human Resource and Infrastructure Deliverables

7.8.1 Human Resource Transition and Development Plan

- Transformation plan for existing and retired employees
- Re-skilling and capacity-building strategy
- Recruitment plan for academic, research, and administrative staff

7.8.2. Infrastructure Needs Assessment and Feasibility Report

- Assessment of existing infrastructure
- Requirements for new infrastructure, renovation, and expansion
- ICT, smart campus, and green building considerations

7.8.3. Physical Infrastructure Development Master Plan

- Phased development plan with layouts and capacity projections
- Cost estimates and implementation schedule

7.9. Consultation and Stakeholder Engagement Deliverables

7.9.1. National Consultative Workshop Report

- Proceedings of stakeholder consultations
- Key findings, feedback, and recommendations
- List of participants and outcomes

7.10. Implementation and Planning Deliverables

7.10.1. Integrated Implementation Roadmap

- Phased, time-bound implementation plan
- Milestones, responsibilities, and risk mitigation measures

7.10.2. PC-I Document

- Complete, ready-to-submit PC-I compliant with Planning Commission guidelines
- Costing, phasing, and implementation strategy

7.11. Final Submission Deliverables

7.11.1. Final Consolidated Feasibility Study Report

- Compilation of all reports, plans, analyses, and recommendations

7.11.2. Final PC-I (Ready-to-Submit)

- Hard and Soft Copies
- Five (05) hard-bound printed copies of all reports and documents
- Complete set of soft copies in editable and PDF formats

7.11.3. Completion Certificate

7.11.4. Assignment Completion Report

- Confirmation of completion of all TORs within six (06) months

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Deliverables vs. Timeline Matrix (06 Months)

Sr. No.	Deliverable	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Payment Schedule
1	Inception Report & Work Plan	✔						10% of the contractual cost will be paid
2	Institutional Diagnostic Assessment Report	✔	✔					
3	Evaluation of Existing Structure, Divisions & Branches	✔	✔					
4	National Consultative Workshop & Proceedings Report for recommendation		✔					
5	HEC Compliance & Gap Analysis Report (DAI Requirements)		✔					
6	Market Assessment for Academic Programs		✔	✔				40% of the contractual cost will be paid
7	Proposed Academic Programs (Diploma, BS, MPhil, PhD)			✔				
8	Curricula & Syllabi Development Package			✔	✔			
9	Academic & Research Strategic Plan			✔	✔			
10	Legal & Governance Framework (Charter, Draft Act, Rules & Regulations)				✔			
11	Financial Sustainability & Viability Plan (10-Year)				✔	✔		
12	Revenue Generation & Resource Mobilization Strategy				✔	✔		25% of the contractual cost will be paid
13	HR Transition & Development Plan (Existing & Retired Employees)				✔	✔		
14	Infrastructure Needs Assessment & Feasibility Study					✔		
15	Infrastructure Development Master Plan (Smart & Green Campus)					✔		
16	National Consultative Workshop & Proceedings Report for validation					✔		25% of the contractual cost will be paid
17	Integrated Implementation Roadmap					✔		
18	Draft PC-I Document					✔		
19	Final PC-I (Ready-to-Submit)						✔	
20	Final Consolidated Feasibility Study Report						✔	
21	Submission of Hard & Soft Copies (05 Sets)						✔	

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22	Assignment Completion Report						✔	

Note: A performance guarantee amounting to eight percent (8%) of the contractual cost shall be deducted from the first two payments under the above payment schedule. The bid security of two percent (2%) shall be retained till the completion and approval of the deliverables.

8. Review Mechanism of Consultant Deliverables

Deliverable Review Committee will review the deliverables and recommend these to the SEAC for final approval.

9. Penalty for Delay / Liquidated Damages

The Consultant/firm shall complete the assignment within the stipulated period of six (06) months from the date of signing of the agreement / award of contract. In case the Consultant/firm fails to complete the assignment and submit the accepted deliverables within the said period, a penalty (liquidated damages) at the rate of **one percent (1%) of the total contractual cost shall be imposed for each month of delay**, and any part of a month shall be treated as a full month for this purpose.

The said penalty shall be recoverable by deduction from the Consultant's/firm's due payments, security deposit, or any amount due to the Consultant/firm, or shall otherwise be paid by the Consultant/firm on demand. The imposition of this penalty shall be without prejudice to the other rights and remedies available to the Pakistan Forest Institute under the agreement, including cancellation of the contract, forfeiture of bid security, and blacklisting under the KPPRA Rules.

10. Terms and Conditions

The following terms and conditions shall govern the provision of services under this consultancy:

10.1. General Conditions

a. The task will be a time-bound activity, commencing from the date of award of contract and shall be completed within the stipulated period.

b. The consultant/firm shall not publish or disseminate any part of the study findings, datasets, or reports in any form (including papers or journals) without prior written permission of the Pakistan Forest Institute

c. All activities under this contract shall be undertaken as required by, and to the satisfaction of, the Selection, Evaluation and Approval Committee for this feasibility study.

d. All materials produced under this assignment – including but not limited to photographs, video footage, survey forms and or any other form of data analysis reports, and review documents – shall be the sole property of the Pakistan Forest Institute, Climate change, Forestry, Environment and Wildlife Department, Government of Khyber Pakhtunkhwa.

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e. The consultant/firm shall submit all reports and deliverables to the Deliverable Review Committee which will after detailed evaluation and review, place the feasibility study report along with other documents and its recommendations before the Selection, Evaluation and Approval Committee for final review and approval.

f. The consultant/firm shall deliver all outputs (photographs, data, maps, modules, and reports) in both hard and soft forms to the Deliverables Review Committee of this feasibility study.

g. The contract may be terminated through written notice by either party in the event of breach of agreed terms and conditions.

10.2. Termination

The Pakistan Forest Institute shall have the right to terminate this contract if the consultant fails to fulfill its obligations under the agreement for whatever reasons. In such case, the consultant may be held liable to reimburse any advances or costs incurred by the department for this assignment.

10.3. Assignment Prohibited

The consultant shall not assign or sublet any part of the work to another consultant/ firm without prior written approval of the Pakistan Forest Institute. Any approved sub-consultancy shall not relieve the main consultant/firm from its contractual obligations. No sub-contract shall create any contractual relationship between the Pakistan Forest Institute and the sub-consultant, However, availing secretarial support or obtaining specialized technical assistance shall not be deemed as sub-assignment.

10.4. Contract

A formal Work Order/Contract shall be issued by the Pakistan Forest Institute to the successful bidder/consultant/firm in writing.

10.5. Term

The total duration of the assignment shall be six (06) months from the date of award of contract.

10.6. Costs

All quoted prices shall be inclusive of applicable government taxes and duties.

10.7. Reporting

The consultant/firm(s) shall report to the Pakistan Forest Institute, and shall work in close coordination with the Pakistan Forest Institute during the execution of this assignment.

10.8. Performance

The selected consultant/firm(s)/individual(s) must perform and respond efficiently and within the prescribed time frame. Failure to do so, or non-compliance with official instructions, may result in cancellation of the contract, forfeiture of bid security, or blacklisting from future departmental procurements.

10.9. Payments

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Payments shall be made upon satisfactory completion of the agreed services as per the approved work plan and submission of verified reports as per payment schedule.

10.10. Deduction of Taxes

All applicable government taxes shall be deducted at source in accordance with applicable rules and regulations as amended from time to time.

10.11. Redressal of Grievances

In case of any grievances arising in connection with the procurement process, the matter shall be referred to the Grievances Redressal Committee duly notified by the Competent Authority as per provisions of KPPRA Rules, 2014.

10.12. Disputes

In case of any dispute arising during the execution of the consultancy / contract the matter shall be referred to the Secretary CCFE&WD who shall act as the sole arbitrator, and whose decision shall be final and binding on both parties.

10.13. Subletting

Subletting of the contract is not permitted

10.14. Miscellaneous

The Pakistan Forest Institute shall not be liable for any injury, loss, damage, illness, or death that may occur to the consultant or its personnel during the course of this assignment. The consultant shall not act as an agent or representative of the Pakistan Forest Institute, nor have authority to bind the Department in any way.

10.15. Additional Conditions

The hiring and procurement process shall be carried out strictly in line with the Khyber Pakhtunkhwa Public Procurement Regulatory Authority (KPPRA) Rules, subject to the following conditions:

1. Bidders must ensure submission of complete bid documents, through EPADS, before the deadline. Incomplete or late submissions shall be disqualified.

2. Upon approval of the award, a formal contract shall be executed between the successful bidder and the Project In-Charge on a stamp paper worth Rs.100/, within seven (07) days of issuance of the Letter of Intent.

3. While utmost care has been taken in preparing this document, the Pakistan Forest Institute shall not be held responsible for any inadvertent typographical or clerical errors.

4. Any change in bidder's information that may affect service delivery must be immediately notified to the Director General, Pakistan Forest Institute. Failure to do so may result in termination of the contract. Any revisions in the ToRs, if required, shall be communicated officially via email and shall be deemed an integral part of the issued ToRs.

5. Submission of false, misleading, or fraudulent information shall result in disqualification.

6. The Pakistan Forest Institute reserves the right to terminate the contract in case of unsatisfactory performance, non-compliance, or unexplained delays.

10.16. Technical Evaluation Criteria

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The Technical Proposal of eligible consultant(s)/firms will be evaluated based on a criterion of 60% Technical score. The firm(s) that secure(s) at least 60% technical evaluation score will qualify for financial proposal evaluation.

The technical evaluation will assess the personnel'/team qualifications of the consultancy firm, relevant experience in institutional reforms, institutional capacity, understanding of the assignment, methodology, and quality of the proposed work plan in line with this project with this Feasibility Study for DAI, Pakistan Forest Institute **(Refer to Technical Evaluation Criteria in Data Sheet and Annex-A**)

10.17. Financial and Final Combined Score calculation

The financial scores (Sf) of the other Financial Proposals will be computed as follows:
Sf = 100xFmin/Fp; where,
Sf = Financial score; Fmin = lowest evaluated financial price; Fp = financial proposal value being evaluated.
Proposals will be ranked according to their combined score (Sc) of technical score (St) and financial score (Sf) using the weights (T = the weight given to the Technical Proposal (70%); P — the weight given to the Financial Proposal (30%). The formula for combined score is given below:
Sc = (St x 0.70) + (Sf x 0.30). The firm achieving the highest combined technical and financial score will be invited for negotiations and probable signing of contract.

10.18. Expected Outcome

The expected outcome of the feasibility study is the establishment of the Pakistan Forest Institute as a financially and administratively viable Degree Awarding Institute, together with a ready-to-submit PC-I for the up-gradation of PFI to DAI status.

10.19. Selection, Evaluation and Approval Committee

The Feasibility Study Report shall be thoroughly examined and evaluated by the duly notified Deliverables Review Committee, which shall submit its recommendations to the Selection, Evaluation and Approval Committee for final review and approval, subject to notification of the respective committees by the Competent Authority.

11. Financing Arrangement

The assignment shall be financed through the Annual Development Programme (ADP) 2025–26 of the Government of Khyber Pakhtunkhwa. Payments shall be made to the selected firm basis, against the deliverables set out above, following the review and formal approval of each deliverable by the Selection, Evaluation and Approval Committee. All applicable taxes shall be deducted at source as per Government rules.

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ANNEX-A

MARKS AWARDING SHEET

Technical Evaluation of Consultants (QCBS)
Consultant Firm: _____
Date of Evaluation: _____
Evaluator Name: _____

A. EXPERIENCE OF THE CONSULTANT (30 Marks)

Sr. No.	Evaluation Criteria	Max Marks	Marks Awarded	Remarks
1	General experience in institutional feasibility/restructuring projects, **minimum two (02)** institutional feasibility, restructuring, or strategic planning projects, maximum of 10 marks will be awarded to the qualifying consulting firm (additional 2.5 marks per project up to the maximum of five marks will be awarded).	15		
2	Specific experience in forestry/environment/agriculture academia projects	10		
3	Financial soundness of the firm	5		
	Subtotal (A)	30		

Financial Soundness Scoring

Average Annual Turnover	Marks
≥ PKR 100 Million	5
≥ PKR 70 Million and < PKR 100 Million	3
≥ PKR 50 Million and < PKR 70 Million	2
< PKR 50 Million and > greater than 40 Million	1
< PKR 40 Million	0

B. APPROACH & METHODOLOGY (31 Marks)

B-1 Understanding of Scope & Objectives (8 Marks)

Parameter	Max Marks	Marks Awarded	Remarks
Understanding of objectives and purpose of PFI upgradation to DAI	2		
Understanding of HEC standards and regulatory requirements	2		
Understanding of institutional transformation challenges with specific focus on forestry, wildlife, climate change and allied disciplines	2		
Identification of expected outcomes, risks and critical success factors	2		
Subtotal	8		

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B-2 Proposed Methodology & Work Plan (13 Marks)

Parameter	Max Marks	Marks Awarded	Remarks
Clarity and logical sequencing of methodology	3		
Detailed work plan and activity scheduling, along with gantt chart and implementation schedule	3		
Realistic timelines and milestone planning	3		
Deliverables mapping with project activities	2		
Stakeholder consultation and engagement strategy	2		
Subtotal	13		

B-3 Technical Approach (7 Marks)

Parameter	Max Marks	Marks Awarded	Remarks
Academic planning and curriculum development approach	1		
Legal and governance framework approach	1		
Financial sustainability and business model approach	1		
Human resource transition strategy	1		
Infrastructure planning methodology	1		
ICT and Smart Campus integration approach	1		
Alignment with HEC and Government requirements	1		
Subtotal	7		

B-4 Quality Assurance & Risk Management (3 Marks)

Parameter	Max Marks	Marks Awarded	Remarks
Quality assurance and review mechanism	1		
Internal coordination and monitoring system	1		
Risk identification and mitigation strategy	1		
Subtotal	3		

Subtotal (B) Approach & Methodology = 31

C. KEY PROFESSIONAL STAFF QUALIFICATIONS & COMPETENCE (39 Marks)

Sr. No.	Key Professional Staff	Max. Marks	Qualification – Ph.D. from HEC recognized University or equivalency from HEC for Foreign earned Ph.D.	Qualification MS/M.Phil (18 years of education) or equivalent	Experience Scoring	Maximum Experience Marks
1	Team Leader / Project Manager	6	2.0	1.5	**15 years or more:** 4.0 points, **12 years to 15**	4.0

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					years: 3.5 points, **10 years to 12 years:** 3.0 points, **8 years to 10 years:** 2.0 points, **5 years to 8 years:** 1.0 point, Less than **5 years:** 0 points	
2	Academic / Curriculum Development Specialist	5	2.0	1.5	**15 years or more:** 4.0 points, **12 years to 15 years:** 3.5 points, **10 years to 12 years:** 3.0 points, **8 years to 10 years:** 2.0 points, **5 years to 8 years:** 1.0 point, Less than **5 years:** 0 points	3.0
3	Legal & Governance Specialist	5	2.0	1.5	**15 years or more:** 4.0 points, **12 years to 15 years:** 3.5 points, **10 years to 12 years:** 3.0 points, **8 years to 10 years:** 2.0 points, **5 years to 8 years:** 1.0 point, Less than **5 years:** 0 points	3.0
4	Financial Modeling & Sustainability Expert	5	2.0	1.5	**15 years or more:** 4.0 points, **12 years to 15 years:** 3.5 points, **10 years to 12 years:** 3.0 points, **8 years to 10 years:** 2.0 points, **5 years to 8 years:** 1.0 point, Less than **5 years:** 0 points	3.0

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5	Higher Education Institutional Expert	5	2.0	1.5	**15 years or more:** 4.0 points, **12 years to 15 years:** 3.5 points, **10 years to 12 years:** 3.0 points, **8 years to 10 years:** 2.0 points, **5 years to 8 years:** 1.0 point, Less than **5 years:** 0 points	3.0
6	Infrastructure & ICT Planning Specialist	5	2.0	1.5	**15 years or more:** 4.0 points, **12 years to 15 years:** 3.5 points, **10 years to 12 years:** 3.0 points, **8 years to 10 years:** 2.0 points, **5 years to 8 years:** 1.0 point, Less than **5 years:** 0 points	3.0
7	Subject Matter Specialists – Forestry=2 marks, Wildlife= 2, Climate Change=2 & Allied Sciences=2	8	3.2 (for each specialist= 0.8 marks for PhD will be awarded)	2.4 (for each specialist=0.6 marks for M.Phil will be awarded)	**15 years or more:** 4.0 points, **12 years to 15 years:** 3.5 points, **10 years to 12 years:** 3.0 points, **8 years to 10 years:** 2.0 points, **5 years to 8 years:** 1.0 point, Less than **5 years:** 0 points	4.8
	Total	39	15.2	11.4		23.8

Important: The qualification marks should be awarded for the **highest relevant qualification only** (i.e., do not add Ph.D. + Master's marks). Thus, the maximum available for qualifications is **15.2 marks**, and the maximum for experience is **23.8 marks**, making **39 marks in total**.

D. GRAND TOTAL

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Component	Max Marks	Marks Awarded
A. Experience of Consultant	30	
B. Approach & Methodology	31	
C. Key Professional Staff	39	
Grand Total	100	

RECOMMENDATION

Technical Score	Status
≥ 60 Marks	Qualified for Financial Evaluation
< 60 Marks	Not Qualified

Evaluation Committee Members

Name Designation Signature

Overall Recommendation:

_____

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