



Ref: No.MMC/SEZMC/Retainer/2023-24/272

TENDER NOTICE

Sindh Economic Zones Management Company (“SEZMC”) intends to hire services for Senior Strategy Advisor (the Individual Consultant) as per SPP Rules 2010. The applicant must be registered with FBR and SRB on Active tax payers list of federal and provincial government. The Single stage-two envelope procedure shall be used for procurement.

Bidding documents, containing Terms & Conditions can be downloaded from following website: www.sezmc.gos.pk , <https://portalsindh.eprocure.gov.pk/>, free of cost. The bidder must be registered with E - PAK ACQUISITION & DISPOSAL SYSTEM (EPADS). Interested bidders are requested to submit their bid online through EPADS portal. The bid security (1%) in the shape of Pay Order shall be submitted in SEZMC office on or before 1100 hours, 22nd June, 2026. Bids will be opened on the same day at 12:00 noon.

Tender Document will be available form:	5 th June, 2026, 4:00 pm
Last Date of tender documents issued:	22 nd June, 2026, 10:00 am
Date of submission of bidding documents:	22 nd June, 2026, 11:00 am
Opening of bidding documents:	22 nd June, 2026, 12:00 noon

The company reserves the right to accept or reject any proposal or terminate the proceedings at any stage according to the rules and regulations framed by SPP Rules 2010.

For Further Information:

Manager

Sindh Economic Zones Management Company,
2nd Floor, Bahria Complex-IV, Choudhry Khaliq-Uz-Zaman Road,
Gizri, Karachi.

Tel: +92 21 99332220





SINDH ECONOMIC ZONES MANAGEMENT COMPANY,

REQUEST FOR PROPOSALS

FOR

HIRING OF SERVICES FOR SENIOR STRATEGY ADVISOR

5th June 2026

No.MMC/SEZMC/Retainer/2023-24/272/

LETTER OF INVITATION

Through this request for proposals dated 5th June 2026 (the RFP), SEZMC intends to hire services for Senior Strategy Advisor (the Individual Consultant)

SEZMC invites interested parties (the Applicants) to participate in the bidding process and to submit their proposals in accordance with the requirements of: (a) the Sindh Public Procurement Act, 2009; (b) Sindh Public Procurement Rules, 2010; (c) any applicable order, instruction, guideline, regulations or instrument issued under the Sindh Public Procurement Act, 2009 and/or the Sindh Public Procurement Rules, 2010; and (d) this RFP (the Applicable Evaluation Documents).

Applicants are to note that the contents of this RFP, where applicable, shall be deemed to be part of a service agreement to be executed between SEZMC and the successful Applicant (the Service Agreement), a draft of which is appended as SCHEDULE 2 (Draft Service Agreement) of the RFP.

Applicants should submit ORIGINAL Bid on ePADS portal along with a copy of the original bid security. The original bid security shall be submitted on or before the closing time as mentioned in the bidding document as identified in this RFP.

All Applicants are required to furnish, as part of their Financial Proposals (in a separately sealed envelope) a bid security, equivalent to One percent (1%) of the bid price as Bid Security. The Bid Security shall be in favour of SEZMC as beneficiary by a scheduled bank or a financial institution incorporated or organised in Pakistan having a credit rating of at least AA or higher by PACRA, or AA or higher by VIS, or A3 or higher by Moody's or equivalent rating by Fitch or Standard & Poor's, approved by the Procuring Agency, such approval not to be unreasonably withheld, conditioned or delayed (Acceptable Pakistani Bank).

SEZMC may amend the RFP by issuing an addendum or corrigendum to RFP as per the requirements (if required) at any time prior to the Bid Submission Deadline subject to the applicable provisions. SEZMC reserves the right to cancel the bidding process at any time as per the applicable SPPRA rules.

The RFP shall be uploaded on the following websites

Designation: Manager SEZMC

Address: SEZMC, 2nd Floor, Bahria Complex IV, Gizri, Karachi

Phone No.: 021-99332220

Fax: 021-99332220

Email: rfp.strategy.advisor@sezmc.gos.pk

Websites: <https://sezmc.gos.pk/> <https://ppms.pprasindh.gov.pk/PPMS/>

Sincerely,

MANAGER SEZMC

INSTRUCTIONS TO APPLICANTS

1. INTRODUCTION

1.1 SEZMC hereby invites Applicants to submit a Proposal for Senior Strategy Advisor services as required for the Assignment described in the Bid Data Sheet.

1.2 The scope of services to be provided by the Applicants in terms of the Assignment and the RFP are specified in more detail in the Terms of Reference attached as SCHEDULE 1 (Terms of Reference) of this RFP. The scope of services includes, but not limited to, strategic advisory support in relation to company's strategic positioning for projects under PPP and all other modes of execution for projects being undertaken by the company. The advisor to assist in attracting industrialists / investors, transaction structuring direction, capital mobilization, fundraising strategy, policy guidelines and provide valuable input for better decision to support SEZMC's portfolio of industrial zones, SEZs, Industrial Clusters and other projects undertaken by SEZMC (the Projects).

1.3 The Assignment shall be implemented in accordance with the requirements of SEZMC overall mission and vision.

1.4 To obtain first-hand information on the Assignment(s) and to seek any clarification, Applicants may send their queries through courier, fax or e-mail to SEZMC at the address indicated in the Bid Data Sheet provided that any clarification or query is received at least five (5) days before the Bid Submission Deadline. All such requests should be clearly titled as:

“SEZMC - QUERIES REGARDING RFP FOR THE HIRING OF SERVICES FOR SENIOR STRATEGY ADVISOR”.

SEZMC shall respond to such requests via e-mail and will also upload the responses on SEZMC's website.

1.5 Applicants are to note that the costs of preparing and submitting the Proposal including cost of attending the opening of the Proposals is not reimbursable, and SEZMC is not bound to accept any of the Proposals submitted and may reject all of them.

1.6 All Applicants must comply with the basic eligibility criteria set out in the Bid Data Sheet. Proposals of Applicants failing to meet the basic eligibility criteria will be rejected and SEZMC may refuse to evaluate such Proposals any further.

1.7 An Applicant shall not be hired for any assignment that, by its nature, may conflict with another assignment of the Applicant for the same or for another client.

2. PREPARATION OF PROPOSALS

2.1 BID SECURITY AND PERFORMANCE SECURITY

2.1.1 Applicants' compliance with their Proposal and the RFP shall be guaranteed by the Bid Security. The Bid Security shall be equivalent to One percent (1%) of the bid price. The Bid Security shall be an irrevocable and unconditional on Payorder, demand bank guarantee issued in favour of SEZMC as beneficiary by an Acceptable Pakistani Bank. Any Proposal not accompanied by an acceptable Bid Security shall be rejected by SEZMC as being non-compliant.

2.1.2 The Bid Security shall remain valid for a period of twenty-eight (28) days after the original proposal validity period referred to in section 3.6 of the RFP, or, in case of extension, twenty-eight (28) days after any extension subsequently requested under section 3.6 below.

2.1.3 The successful Applicant shall submit a Performance Security equivalent to One percent (1%) of the bid price in the form of a bank guarantee issued by an Acceptable Pakistani Bank. The Performance Security shall be an irrevocable and unconditional on demand bank guarantee as Pay Order issued in favour of SEZMC as beneficiary and shall remain valid for a period of twenty (20) days beyond completion of the term of engagement with the Procuring Agency.

2.2 PROPOSAL

2.2.1 Unless otherwise stated in the RFP, it is mandatory for the Proposals to be prepared using the standard bidding forms for Technical Proposals and Financial Proposals, as provided in the RFP. Proposals that are not prepared on the prescribed bidding forms may not be considered by SEZMC. If any information required in the prescribed bidding forms is found missing, or written elsewhere, no credit will be given during evaluation and may lead to rejection of the Proposal.

2.2.2 At any time before the day fixed as the last day for submission of the Proposals, SEZMC may, for any reason, whether at its own initiative or in response to a clarification required by an Applicant modify the RFP and/or any bidding forms appended herewith. The amendment, if any, shall be uploaded on SEZMC's website <https://sezmc.gos.pk/> and <https://ppms.pprasinindh.gov.pk/PPMS/> except for any extension of time in Bid Submission Deadline, which shall be published widely.

2.2.3 The Proposal should be prepared using the format specified in the RFP.

2.2.4 The Proposal prepared on the specified format shall be complete including any other documents listed in the Bid Data Sheet.

2.2.5 In preparing the Proposal, Applicants are expected to examine all terms and instructions included in the RFP. Failure to provide all requested information and documents shall be at the Applicant's risk and may result in adverse consequences for the score an Applicant achieves on evaluation of its Proposal.

2.2.6 During preparation of the Proposal, Applicants must give particular attention to their suitability requirements listed in the Bid Data Sheet.

2.3 FINANCIAL CONSIDERATION

2.3.1 Bidding form 3 (financial proposal submission form) of the RFP is to be filled by each Applicant regarding their service fee in lieu of the services required to be performed for this Assignment.

2.3.2 The service fee as filled in bidding form 3 (financial proposal submission form) of the RFP will be inclusive of all taxes.

2.4 REMUNERATION AND OTHER CONSIDERATIONS

2.4.1 The total payment due to the Individual Consultant shall be an all-inclusive fixed lump-sum / monthly fee covering all costs required to carry out the services enumerated in the Terms of Reference stipulated in **SCHEDULE 1** (Terms of Reference) of the RFP on a monthly basis (the **Remuneration**). The amount of the Remuneration may be increased upon agreement between SEZMC and the Firm at a later stage in accordance with the terms of the Service Agreement. The Remuneration to be paid to the Firm and obligations related thereto shall be set out in the Service Agreement.

3. SUBMISSION OF PROPOSALS

3.1 Applicants should submit ORIGINAL Bid on ePADS portal along with a copy of the original bid security. The original bid security shall be submitted on or before the closing time as mentioned in the bidding document as identified in this RFP. If the day of the Bid Submission Deadline is declared as a national holiday by the Government of Sindh, then the Proposals may be submitted by the same time of the next working day. Proposals received after the Bid Submission Deadline will not be accepted and will be returned unopened.

3.2 The Proposals must be prepared in English. The Applicant must provide complete information along with copies of all relevant supporting documents. Any lapse to provide essential information shall render the Proposal non-responsive.

3.3 The Proposal should be submitted in Single Stage Two Envelope Method. ORIGINAL Bid shall be submitted on ePADS portal along with a copy of the original bid security. The original bid security shall be submitted on or before the closing time as mentioned in the bidding document.

3.4 The original Technical Proposal and Financial Proposal along with the required additional copies are to be duly signed and stamped on each page by the Applicant or authorized representative of the Applicant, failing which may be considered for disqualification by the Procurement Committee appointed by SEZMC. If there are discrepancies between the original and copies, the original shall prevail.

3.5 The Applicant's Proposal shall remain valid for ninety (90) days after the Bid Submission Deadline. Should the need arise, SEZMC may request Applicants to extend the validity period of their Proposals.

4. PROPOSAL OPENING AND EVALUATION

4.1 The Technical Proposals will be publicly opened on 22nd June 2026 at 12:00 noon in the presence of the Applicant's representatives who choose to attend at the location mentioned in the Bid Data Sheet. If the date for opening of Proposals is declared as a national holiday by the Government of Sindh, the Proposals will be opened at the same time on the next working day. The name of Applicants shall be read aloud.

4.2 The Procurement Committee shall carry out its evaluation for the Assignment, applying the evaluation criteria and point system (marks) specified in the Bid Data Sheet. Each responsive / suitable Technical Proposal shall be given a score entirely based on the Technical Proposal.

4.3 SEZMC shall notify the Applicants in writing by registered letter, cable telex or facsimile of their technical score.

4.4 Each Applicant on the basis of a responsive / suitable Technical Proposal shall be attributed a technical score (St). Applicants must achieve at least seventy percent (70%) technical score to qualify for financial bid opening stage. The sealed financial envelope shall be returned un-opened to non-qualified bidder

4.5 The Financial Proposals of technically qualifying Applicants on the basis of evaluation of the Technical Proposals receiving minimum seventy percent (70%) score / marks shall be publicly opened in the presence of the Applicant or their authorized representative who wish to attend. SEZMC shall inform each technically qualified Applicant of the date, time and venue for opening of the Financial Proposals. The total price and major components of each Financial Proposal shall be publicly announced to the attending Applicants.

4.6 The Procurement Committee will correct any computational errors. When correcting computational errors, in case of discrepancy between a partial amount and the total amount, or between words and figures, the former will prevail. The Applicant shall only submit one (1) Proposal. If an Applicant submits or participates in more than one Proposal, all such Proposals shall be disqualified.

4.7 For selection, SEZMC will follow 'the Quality and Cost Based Selection Method' and adopt 'the Single Stage Two Envelope' Procedure in accordance with the Sindh Public Procurement Rules, 2010. Scores will be allocated based on evidence available in the Proposal only. The Applicant with the highest total score based on the following weight ratios shall be designated as the Firm for the Assignment:

4.7.1 Ninety percent (90%) for technical score; and

4.7.2 Ten percent (10%) for financial score.

SEZMC shall carry out its evaluation for the Assignment, applying the evaluation criteria and point system specified in the Bid Data Sheet. Each responsive/suitable Proposal of an Applicant shall be given a score.

5. NEGOTIATION

SEZMC may negotiate with the successful Applicant to the extent permitted by the applicable laws of Pakistan. Representatives conducting negotiations on behalf of the Applicant must have written authority to negotiate and conclude the Service Agreement.

6. AWARD OF SERVICE

Upon successful completion of selection, SEZMC shall promptly inform the other Applicants through notification of award on the website. The selected Applicant (preferred bidder) shall sign the agreement/contract and commence the Assignment in accordance with the Service Agreement subject to fulfilment of all the codal requirements.

BID DATA SHEET

SR. NO.	DESCRIPTION								
1.	<p>The name of the Assignment is: HIRING OF SERVICES FOR SENIOR STRATEGY ADVISOR</p> <p>The procuring agency's name is: SINDH ECONOMIC ZONES MANAGEMENT COMPANY</p>								
2.	The scope of services to be provided by the Individual Consultant are enumerated in the Terms of Reference attached as SCHEDULE 1 (Terms of Reference) of this RFP.								
3.	<p>Address for seeking clarifications and sending in queries is as follows: Attention: Manager SEZMC Sindh Economic Zones Management Company Address: 2nd Floor, Bahria Complex IV, Gizri, Karachi Phone No.: 021-99332220 Fax: 021-99332220 Email: rfp.strategy.advisor@sezmc.gos.pk</p>								
4.	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">* Start Date & Time of Issuance of RFP</td> <td style="text-align: right;">5th June, 2026 from 04:00 pm</td> </tr> <tr> <td>* End Date & Time of Issuance of RFP</td> <td style="text-align: right;">22nd June, 2026 till 10:00 am</td> </tr> <tr> <td>* Date & Time of Submission of Bidding Proposal</td> <td style="text-align: right;">22nd June, 2026 till 11:00 am</td> </tr> <tr> <td>* Opening Date & Time of Bidding Proposals</td> <td style="text-align: right;">22nd June, 2026 at 12:00 noon</td> </tr> </table>	* Start Date & Time of Issuance of RFP	5th June, 2026 from 04:00 pm	* End Date & Time of Issuance of RFP	22nd June, 2026 till 10:00 am	* Date & Time of Submission of Bidding Proposal	22nd June, 2026 till 11:00 am	* Opening Date & Time of Bidding Proposals	22nd June, 2026 at 12:00 noon
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* Opening Date & Time of Bidding Proposals	22nd June, 2026 at 12:00 noon								
5.	<p>Basic Eligibility Criteria:</p> <p>(a) the Applicant holds a postgraduate qualification in finance (e.g. CA/ CFA/ ICMA/ ACCA/ MBA (Finance) or equivalent</p> <p>(b) the Applicant must meet the following minimum qualification requirements to be assessed from CV and supporting project sheets:</p> <ol style="list-style-type: none"> (1) Minimum 15+ years of relevant experience in infrastructure / PPP / project finance / investment advisory. (2) Demonstrated PPP / transaction advisory track record: at least 5 completed/closed PPP or infrastructure transactions. (3) Demonstrated policy/Senior Strategy Advisory experience to government / public entities: at least 3 assignments. (4) Demonstrated fundraising/capital mobilization experience. (5) Regional experience beyond Pakistan. <p>(c) the Applicant provides the following documents:</p> <ol style="list-style-type: none"> (i) completed Technical Proposal submission form and Financial Proposal submission form appended as bidding form 1 and bidding form 8 of the RFP; (ii) curriculum vitae of the Applicant / Individual Consultant for the Assignment in the form appended as bidding form 2 of the RFP; (iii) tax returns for the last three (3) years; (iv) a power of attorney / authorization from the Applicant duly authorizing the individual to sign and submit the Proposal, where applicable; (v) an Affidavit duly signed and stamped by the Applicant or authorized representative confirming non-blacklisting by Federal or Provincial governmental or non-governmental department / agency in Pakistan and correctness of information; 								
6.	<p>All Applicants are required to submit the following documents in their Proposal:</p> <ol style="list-style-type: none"> (a) all bidding forms appended with the RFP; (b) copies of degree(s) / certificate(s) of relevant educational qualifications; and (c) supporting documents required to demonstrate eligibility, experience and scoring criteria. <p>In addition to the above, to enable objective scoring, candidates shall submit:</p> <ul style="list-style-type: none"> • Curriculum Vitae (CV). • Selected Transactions Sheet (max 2/3 pages): project name, client, year, role, PPP/delivery model, and stage achieved (award/close/implementation). • Policy/Strategy Assignments List (max 1 page): assignment name, client, year, role, deliverable type. • Fundraising / Capital Mobilization Summary (max 1 page): deal/initiative, amount, role. • Two professional references (names and contact details). 								
7.	<p>Address for submission and opening of the Proposal: Attention: Manager SEZMC Sindh Economic Zones Management Company, Karachi Address: 2nd Floor, Bahria Complex IV, Gizri, Karachi</p>								

Phone No.: 021-99332220
Fax: 021-99332220
Email: rfp.strategy.advisor@sezmc.gos.pk

8. TECHNICAL EVALUATION

Technical Proposals will be evaluated in accordance with the following technical evaluation criteria:

Note: For Senior Strategy Advisor (the Individual Consultant), evaluation shall be based on the candidate’s CV and supporting sheets submitted with the Proposal. Experience shall be counted where the Applicant / Individual Consultant demonstrates a direct advisory, structuring, transaction delivery, fundraising, policy / strategy or regional benchmarking role relevant to SEZMC’s mandate. Experience merely claimed without supporting details shall not be scored.

Scoring Matrix (Total 100 points)

Criteria	Max Points	Objective Measure (from CV / sheets)	Scoring Bands
A. PPP / Transaction Delivery Track Record	30	Count of relevant PPP/infrastructure transactions and stage achieved; sector breadth; evidence of structuring leadership roles.	Completed/closed transactions 10 marks per transaction.
B. Policy / Senior Strategy Advisory Experience	20	Number of distinct policy/strategy assignments delivered to public-sector / public entities.	No of completed engagements, 10 marks for each engagement
C. Fundraising / Capital Mobilization Track Record	20	Total value of capital raised/advised (USD equivalent) .	No of transactions, 5 marks per transaction. Funding raised, 4 marks per USD 1bn in fund raise experience.
D. Regional Experience & Benchmarking Exposure	20	Number of transactions in foreign countries.	No. of transactions, 5 marks per transaction.
E. Credentials, Government Capacity Building	5	Professional credentials; role; evidence of training/capacity building for government (PPP trainings etc.).	Credentials, qualifications and certifications (0-5)
F. Strategy Approach	5	Proposed approach to strategize (2 ager)	(0-5)

Scoring Sheet (for SEZMC use)

Criteria	Max	Score Awarded
A. PPP / Transaction Delivery Track Record	30	
B. Policy / Senior Strategy Advisory Experience	20	
C. Fundraising / Capital Mobilization Track Record	20	
D. Regional Experience & Benchmarking Exposure	20	
E. Credentials, ity & Capacity Building	5	
F. Strategy Approach	5	
TOTAL	100	

Note: Qualifying score is 70%.

Administrative / Compliance (Undertaking/Submission of following to SEZMC)

- Conflict of interest disclosure
- Confidentiality undertaking
- Availability confirmation (4–8 hours per week).
- Any procurement compliance declarations required by SEZMC (e.g., non-debarment)

9. FINANCIAL EVALUATION

The fee (inclusive of all applicable taxes in Pakistan) for providing Senior Strategy Advisory services shall be quoted by the Applicant in bidding form 4 (Senior Strategy Advisory Services Cost) of the RFP.

The formula for determining the Financial Score is the following:

$$Sf = 100 \times Fm / F$$

Where, Sf is the Financial Score; Fm is the Lowest Price and F is the Price of the Proposal under consideration.

The Financial Proposal is the total competitive cost against the desired services quoted by the Applicant in the table under bidding form 4 (Senior Strategy Advisory Services Cost) of the RFP.

Combined Score

The Applicant getting maximum marks on a ratio of Ninety-Ten (90-10) weightage (Ninety percent (90%) for the Technical Proposal and ten percent (10%) for the Financial Proposal) will be selected for SEZMC. The weights given to the Technical Proposal (T) and Financial Proposal (F) are as follows:

$$T = 0.90 \text{ and } F = 0.10$$

BIDDING FORM 1
TECHNICAL PROPOSAL SUBMISSION FORM

[Date]

TO: SINDH ECONOMIC ZONES MANAGEMENT COMPANY, KARACHI (SEZMC)

[•]

RE: HIRING OF SERVICES FOR SENIOR STRATEGY ADVISOR

Reference the Request for Proposals document issued on 5th June 2026 (the RFP) by Sindh Economic Zones Management Company, Karachi (SEZMC) (the Procuring Agency).

Capitalized terms used but not otherwise defined herein shall have the meaning given to them in the RFP.

Dear [Sir/Madam]:

I, [insert name of Applicant], offer to provide the Senior Strategy Advisory services as the Senior Strategy Advisor (the Individual Consultant) for the Assignment in accordance with the RFP. I, [insert name of Applicant], hereby submit our Proposal sealed in an envelope.

I, [insert name of Applicant], hereby declare that:

- (a) all the information and statements made in our Proposal are true and I accept that any misrepresentation or misinterpretation made in the Proposal may lead to our disqualification;
- (b) our Proposal shall be valid for ninety (90) days in accordance with section 3.6 of the Instructions to Applicants of the RFP;
- (c) I have no conflict of interest in accordance with section 1.7 of the Instructions to Applicants of the RFP;
- (d) I meet the basic eligibility criteria as stipulated in the RFP;
- (e) our Proposal is binding upon us and subject to any modifications that may arise from any negotiations in respect of the Service Agreement.

I understand that the Procuring Agency is not bound to accept any or all Proposal(s) that it receives from Applicants.

Yours Sincerely,

Signature [in full and initials]:

Name of the Applicant:

Address:

BIDDING FORM 2
CURRICULUM VITAE

Curriculum Vitae of [insert full name of staff], [insert designation of staff]

1. Name of Firm:

2. Name of Staff:

3. Date of Birth:

4. Nationality:

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

6. Membership of Professional Societies/Associations:

7. Other Training:

8. Countries of Work Experience: [List countries where staff has worked]:

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

10. Employment Record: [Starting with present position, list in reverse order every employment held by staff member since graduation, giving for each employment: the date of employment, name of employing organization, positions held]

11. Detailed Tasks Assigned:

12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned:

Certification

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

[Signature of staff member or authorized representative of the Applicant]

[Full name of staff member or authorized representative of the Applicant, as appropriate]

Date:

(CV with following attachments)

- Selected Transactions Sheet (max 2 pages): project name, client, year, role, PPP/delivery model, and stage achieved (award/close/implementation).
- Policy/Strategy Assignments List (max 1 page): assignment name, client, year, role, deliverable type.
- Fundraising / Capital Mobilization Summary (max 1 page): deal/initiative, amount, role.
- Two professional references (names and contact details).

BIDDING FORM 3
SENIOR STRATEGY ADVISORY SERVICES COST

SR. NO.	DESCRIPTION	TOTAL
1.	Senior Strategy Advisory Service Fee (as per Terms of Reference)	
3.	Total (Maximum PKR 5 million)	

NOTES:

1. The amount quoted against Sr. No. 1 (the Senior Strategy Advisory service fee) in the above table is the competitive cost and it will be used to calculate the financial score based on the (90% Quality Score and 10% Financial Score).
2. The total amount quoted by the Applicant is to be inclusive of all applicable taxes.
3. Any omission of applicable taxes or arithmetical error made by the Applicant in entering the amount against Sr. No. 2 (Sindh Sales Tax) above shall also be rectified during evaluation of the Financial Proposal.
4. The highest scorer will be declared as the successful bidder and shall be issued letter of Award and the contract subject to the codal formalities

BIDDING FORM 4
LETTER OF AUTHORIZATION

[Date]

TO: SINDH ECONOMIC ZONES MANAGEMENT COMPANY, KARACHI

[•]

RE: HIRING OF SERVICES FOR SENIOR STRATEGY ADVISOR

Reference the Request for Proposals document issued on 5th June 2026 (the RFP) by Sindh Economic Zones Management Company, Karachi (SEZMC).

Capitalized terms used but not otherwise defined herein shall have the meaning given to them in the RFP.

Dear [Sir/Madam]:

I, [insert name of Applicant], authorize [Mr./Ms.] [insert name of authorized representative of the Applicant], having CNIC No. [insert], [s/o / d/o] Mr. [insert name of father] to attend the submission and opening of the Proposal. [He/She] is authorized to attend, submit, sign and stamp any missing pages of the Proposal on [insert date].

[insert name of authorized representative of the Applicant] [insert designation]

[Signature in full and initials]

[Seal]

BIDDING FORM 5

AFFIDAVIT

[TO BE EXECUTED ON STAMP PAPER OF PKR 100/-]

[Date]

TO: SINDH ECONOMIC ZONES MANAGEMENT COMPANY, KARACHI (SEZMC)

[•]

RE: HIRING OF SERVICES FOR SENIOR STRATEGY ADVISOR

Reference the Request for Proposals document issued on 5th June 2026 (the RFP) by Sindh Economic Zones Management Company

AFFIDAVIT

(THIS AFFIDAVIT)

(Capitalized terms used but not otherwise defined herein shall have the meaning given to them in the RFP)

Pursuant to the RFP, [insert name of Applicant] hereby represents and warrants that, as of the date of this Affidavit [insert name of Applicant]:

- (a) is not in bankruptcy or liquidation proceedings;
- (b) has not been convicted of fraud, corruption, collusion or money laundering;
- (c) is not blacklisted by any Federal or Provincial governmental or non-governmental department / agency in Pakistan; and
- (d) all the information provided in its Proposal or related to any member of the Applicant in its Proposal is true and correct in all aspects;
- (e) is not aware of any conflict of interest or potential conflict of interest arising from prior or existing contracts or relationships which could materially affect its capability to comply with the obligations under the Service Agreement; and
- (f) does not fall within any of the circumstances for ineligibility listed in the Bid Data Sheet of the RFP.

Yours Sincerely,

[insert name of authorized representative of the Applicant] [insert designation]

For and On Behalf of [insert name of Applicant]

Address:

BIDDING FORM 6
FORM OF INTEGRITY PACT

DECLARATION OF FEES, COMMISSION AND BROKERAGE ETC. PAYABLE BY THE APPLICANT

Contract Number: _____ Dated: _____ Contract Value: _____
Contract Title: _____

[Name of Applicant] hereby declares that it has not obtained or induced the procurement of any contract, right, interest, privilege or other obligation or benefit from Government of Sindh (GoS) or any administrative subdivision or agency thereof or any other entity owned or controlled by it (GoS) through any corrupt business practice.

Without limiting the generality of the foregoing, [Name of Applicant] represents and warrants that it has fully declared the brokerage, commission, fees etc. paid or payable to anyone and not given or agreed to give and shall not give or agree to give to anyone within or outside Pakistan either directly or indirectly through any natural or juridical person, including its affiliate, agent, associate, broker, Firm, director, promoter, shareholder, sponsor or subsidiary, any commission, gratification, bribe, finder's fee or kickback, whether described as service charges/ fee or otherwise, with the object of obtaining or inducing the procurement of a contract, right, interest, privilege or other obligation or benefit, in whatsoever form, from Sindh Economic Zones Management Company, Government of Sindh (SEZMC), except that which has been expressly declared pursuant hereto.

[Name of Applicant] certifies that it has made and will make full disclosure of all agreements and arrangements with all persons in respect of or related to the transaction with SEZMC and has not taken any action or will not take any action to circumvent the above declaration, representation or warranty.

[Name of Applicant] accepts full responsibility and strict liability for making any false declaration, not making full disclosure, misrepresenting facts or taking any action likely to defeat the purpose of this declaration, representation and warranty. It agrees that any contract, right, interest, privilege or other obligation or benefit obtained or procured as aforesaid shall, without prejudice to any other right and remedies available to SEZMC under any law, contract or other instrument, be voidable at the option of SEZMC.

Notwithstanding any rights and remedies exercised by SEZMC in this regard, [Name of Applicant] agrees to indemnify SEZMC for any loss or damage incurred by it on account of its corrupt business practices and further pay compensation to SEZMC in an amount equivalent to ten times the sum of any commission, gratification, bribe, finder's fee or kickback given by [Name of Applicant] as aforesaid for the purpose of obtaining or inducing the procurement of any contract, right, interest, privilege or other obligation or benefit, in whatsoever form, from SEZMC.

Signature: _____ Signature: _____

Sindh Economic Zones Management Company, Karachi (SEZMC) [Name of Applicant]

[Seal] [Seal]

BIDDING FORM 7
FINANCIAL PROPOSAL SUBMISSION FORM

[Date]

TO: SINDH ECONOMIC ZONES MANAGEMENT COMPANY, KARACHI

[•]

RE: HIRING OF SERVICES FOR SENIOR STRATEGY ADVISOR

Reference the Request for Proposals document issued on 5th June 2026 (the RFP) by Sindh Economic Zones Management Company, Karachi (SEZMC) (the Procuring Agency).

Capitalized terms used but not otherwise defined herein shall have the meaning given to them in the RFP.

Dear [Sir/Madam]:

I, [insert name of Applicant], offer to provide the Senior Strategy Advisory services as the Senior Strategy Advisor (the Individual Consultant) for the Assignment in accordance with the RFP. I, [insert name of Applicant], hereby submit our Proposal and the required bid security in sealed in an envelope.

I, [insert name of Applicant], hereby declare that:

- (a) The offered Senior Strategy Advisory service fee is PKR [insert amount in numbers] (in words: Pakistani Rupees [insert in words]) including all applicable taxes as provided in financial bid “**form 3**” as per the RFP;
- (b) all the information and statements made in our Proposal are true and I accept that any misrepresentation or misinterpretation made in the Proposal may lead to our disqualification;
- (c) My Proposal shall be valid for ninety (90) days in accordance with section 3.6 of the Instructions to Applicants of the RFP;
- (d) I have no conflict of interest in accordance with section 1.7 of the Instructions to Applicants of the RFP;
- (e) My Proposal is binding upon us and subject to any modifications that may arise from any negotiations in respect of the Service Agreement.

I understand that the Procuring Agency is not bound to accept any or all Proposal(s) that it receives from Applicants.

Yours Sincerely,

Signature [in full and initials]:

Name of the Applicant:

Address:

SCHEDULE 1

TERMS OF REFERENCE

1. Background

Sindh Economic Zones Management Company is mandated to develop, manage, and promote industrial clusters in Sindh. SEZMC's portfolio includes multiple flagship projects across Sindh. The company intends to engage a Senior Strategy Advisor on a part-time basis to provide independent, high-leverage strategic advisory support for its projects. The Advisor shall undertake to the following workstreams at a strategic level to the management (non-executive; not day-to-day project management):

2.1 Investment Positioning & Investor Targeting

- Define investor segmentation and targeting strategy (domestic, FDI, developers/operators, strategic investors).
- Provide inputs to investment narratives, pitch materials, and investor engagement roadmaps for priority zones and projects.
- Provide benchmarking insights from comparable regional/international SEZ and industrial zone models and translate them into actionable positioning options for Sindh.
- Advise management on portfolio-wide prioritization, sequencing and resource allocation across all SEZMC projects.
- Review project bankability, commercial viability and investment readiness of existing and future projects.
- Develop a wholistic strategy for the company including strategic options, scenario analyses and implementation roadmaps for its key projects and initiatives.
- Support management in identifying emerging sectors, growth opportunities and future investment themes aligned with company's projects.

2.2 PPP & Transaction Structuring Direction

- Provide strategic guidance on PPP, other modes and delivery models suitable for SEZ/industrial zone development (e.g., concessions, JV structures, utility SPVs, mixed monetization models).
- Review and stress-test key structuring elements at decision gates (risk allocation logic, revenue model direction, procurement approach). Review financial models, business plans, feasibility studies and transaction structures prepared by consultants for company projects
- Advise management on commercial negotiations, revenue optimization strategies and value-for-money considerations.
- Provide independent commercial assessment of major contracts, concessions, development agreements and investment proposals.
- Support management in evaluating funding, financing and monetization opportunities for infrastructure development projects.

2.3 Capital Mobilization / Fundraising Strategy/Risk Mitigation

- Advise on funding options for zones and enabling infrastructure (equity, debt, blended finance, and, where relevant, government-to-government structures).
- Shape information memoranda and financing approaches for investor-ready opportunities.
- Support selective high-stakes engagements with investors / financiers by providing strategic inputs and transaction positioning.
- Identify strategic, commercial, financial and implementation risks affecting projects and provide mitigation recommendations.
- Develop strategic options analysis for key decisions requiring management, Board or Government approval.
- Provide independent review of critical project issues and recommend practical solutions to accelerate implementation.

2.4 Policy & Institutional Development

- Provide strategic inputs into policy notes and proposals to strengthen zone(s) attractiveness and reduce execution friction (incentives, governance, approvals, risk management principles).
- Advise SEZMC's on all operating model (developer vs facilitator vs hybrid) and institutional capability requirements for execution at scale, particularly on Dhabeji SEZ and other initiatives
- Support management for presentations, policy papers for Board and other forums where strategic positioning is required.
- Assist management in developing responses, policy positions and strategic recommendations for high forums.

2.5 Strategic Advisory & Executive Support Services

- Provide independent strategic, commercial and policy advice to SEZMC management on matters relating to project development, investment promotion, PPP structuring, institutional growth and stakeholder management.
- Develop strategic options, comparative assessments, risk analyses and recommendations for key decisions requiring management, Board, Government or regulatory approvals.
- Assist management in preparation of Board papers, committee papers, policy briefs, cabinet summaries, presentations and executive-level decision support documents.
- Provide timely advice on strategic matters affecting SEZMC's existing and future projects and institutional objectives.

2.6 Decision Support & Governance

- Provide support in developing pros and cons of key decisions and recommendations.
- Participate in consultant, project progress review meetings and provide input to management.
- Prepare executive briefs, strategic notes, presentations, Board papers, policy recommendations and decision-support documents as and when required by management.

3. Deliverables

Deliverables will be concise and decision-focused, commensurate with a part-time strategic advisory engagement:

- Quarterly Portfolio Strategy Note (min 10 pages): priorities, sequencing, key decisions required and emerging risks/opportunities.
- Monthly Decision Log & Recommendations (2–4 pages): decisions taken, decisions pending, recommended actions
- Investor / Capital Mobilization Briefs (2–5 pages each, as required) for priority opportunities.
- Policy / Institutional Briefs for management, Board, Sub Committee. Donor agencies and any other appropriate forum of decision making such as PPP Policy Board, TFEC, Relevant Government Department/Agencies.
- Preparation of a SEZMC Strategic Framework providing a holistic roadmap
- Shall assist, engage with potential private sector/business investors and industrialists to facilitate through out of box or conventional methods to promote industrialization within sezmc managed zones

4. Duration & Level of Effort

- Time commitment: 4–8 hours per week (part-time).
- Term: 12 months (extendable by mutual agreement for additional 2 years)

5. Reporting & Coordination

- Primary reporting: Chief Executive Officer SEZMC.
- Coordination: SEZMC project focal persons for each zone / initiative; external advisors where required for alignment (without assuming line management responsibilities).
- The Senior Strategy Advisor will attend Board meetings, Government-level meetings and any other higher executive-level meetings, briefings, consultations or engagements with Businesses, Chambers, Associations whether formal or informal. The Advisor shall also be available to appear, participate, provide input and support SEZMC at any time upon being called by SEZMC management including for matters requiring urgent strategic advice, executive-level briefing, investor/funding engagement, policy input, or project-related decision support. The Advisor shall further submit any required document, note, report, presentation, brief, recommendation, or other deliverable as may be required by SEZMC from time to time within the timelines specified by SEZMC.

SCHEDULE 2
DRAFT SERVICE AGREEMENT

SERVICE AGREEMENT

BETWEEN

SINDH ECONOMIC ZONES MANAGEMENT COMPANY (LIMITED)
(AS THE CLIENT)

AND

[INSERT NAME OF INDIVIDUAL CONSULTANT]
(AS THE INDIVIDUAL CONSULTANT)

SERVICE AGREEMENT

This service agreement is entered into at [insert city], Pakistan on this [insert day] day of [insert month], [insert year] (the Agreement), by and between:

SINDH ECONOMIC ZONES MANAGEMENT COMPANY (SEZMC), a public limited company incorporated under the laws of Pakistan, having its office at 2nd Floor, Bahria Complex IV, Gizri, Karachi (the Client, which expression shall include, where the context so permits, its successors-in-interest and permitted assigns) **OF THE FIRST PART;**

AND

[INSERT NAME OF THE INDIVIDUAL CONSULTANT], [insert CNIC/passport details], having address at [insert address] (the Individual Consultant, which expression shall include, where the context so permits, his/her legal heirs, successors-in-interest and permitted assigns) **OF THE SECOND PART.**

RECITALS

WHEREAS:

- A. the Client issued a Request for Proposals document dated 5th June 2026 (the RFP), which is appended as Schedule 1 (Request for Proposal) of the Agreement and is to be considered as an integral part of the Agreement;
- B. the Client invited bids in respect of the RFP in accordance with the Sindh Public Procurement Rules, 2010;
- C. following receipt and evaluation of the bids, the Individual Consultant was found and declared as the successful Applicant by the Client;
- D. the Client now wishes to engage the services of the Individual Consultant upon the terms and conditions set forth herein and for the purposes stated in the Agreement;
- E. the Individual Consultant wishes to accept such engagement upon the terms and conditions stated hereunder.

The Client and the Individual Consultant are hereinafter also individually referred to as a Party and collectively as the Parties.

NOW, THEREFORE, it is hereby agreed as follows:

1. SERVICES OF THE INDIVIDUAL CONSULTANT

- 1.1 The Individual Consultant shall provide part-time, non-executive Senior Strategy Advisory services to SEZMC leadership and, where required, the Board and other appropriate forums as determined by the management. The services shall be strategic in nature and shall not constitute day-to-day project management responsibilities.
- 1.2 The Services shall include the following strategic workstreams:

The Advisor shall undertake the following workstreams at a strategic level (non-executive; not day-to-day project management):

2.1 Investment Positioning & Investor Targeting

- Define investor segmentation and targeting strategy (domestic, FDI, developers/operators, strategic investors).

- Provide inputs to investment narratives, pitch materials, and investor engagement roadmaps for priority zones and projects.
- Provide benchmarking insights from comparable regional/international SEZ and industrial zone models and translate them into actionable positioning options for Sindh.
- Advise management on portfolio-wide prioritization, sequencing and resource allocation across all SEZMC projects.
- Review project bankability, commercial viability and investment readiness of existing and future projects.
- Develop a wholistic strategy for the company including strategic options, scenario analyses and implementation roadmaps for its key projects and initiatives.
- Support management in identifying emerging sectors, growth opportunities and future investment themes aligned with company's projects.

2.2 PPP & Transaction Structuring Direction

- Provide strategic guidance on PPP, other modes and delivery models suitable for SEZ/industrial zone development (e.g., concessions, JV structures, utility SPVs, mixed monetization models).
- Review and stress-test key structuring elements at decision gates (risk allocation logic, revenue model direction, procurement approach). Review financial models, business plans, feasibility studies and transaction structures prepared by consultants for company projects
- Advise management on commercial negotiations, revenue optimization strategies and value-for-money considerations.
- Provide independent commercial assessment of major contracts, concessions, development agreements and investment proposals.
- Support management in evaluating funding, financing and monetization opportunities for infrastructure development projects.

2.3 Capital Mobilization / Fundraising Strategy/Risk Mitigation

- Advise on funding options for zones and enabling infrastructure (equity, debt, blended finance, and, where relevant, government-to-government structures).
- Shape information memoranda and financing approaches for investor-ready opportunities.
- Support selective high-stakes engagements with investors / financiers by providing strategic inputs and transaction positioning.
- Identify strategic, commercial, financial and implementation risks affecting projects and provide mitigation recommendations.
- Develop strategic options analysis for key decisions requiring management, Board or Government approval.
- Provide independent review of critical project issues and recommend practical solutions to accelerate implementation.

2.4 Policy & Institutional Development

- Provide strategic inputs into policy notes and proposals to strengthen zone(s) attractiveness and reduce execution friction (incentives, governance, approvals, risk management principles).
- Advise SEZMC's on all operating model (developer vs facilitator vs hybrid) and institutional capability requirements for execution at scale, particularly on Dhabeji SEZ and other initiatives
- Support management for presentations, policy papers for Board and other forums where strategic positioning is required.
- Assist management in developing responses, policy positions and strategic recommendations for high forums.

2.5 Strategic Advisory & Executive Support Services

- Provide independent strategic, commercial and policy advice to SEZMC management on matters relating to project development, investment promotion, PPP structuring, institutional growth and stakeholder management.
- Develop strategic options, comparative assessments, risk analyses and recommendations for key decisions requiring management, Board, Government or regulatory approvals.
- Assist management in preparation of Board papers, committee papers, policy briefs, cabinet summaries, presentations and executive-level decision support documents.
- Provide timely advice on strategic matters affecting SEZMC's existing and future projects and institutional objectives.

2.6 Decision Support & Governance

- Provide support in developing pros and cons of key decisions and recommendations.
- Participate in consultant, project progress review meetings and provide input to management.
- Prepare executive briefs, strategic notes, presentations, Board papers, policy recommendations and decision-support documents as and when required by management.

3. Deliverables

Deliverables will be concise and decision-focused, commensurate with a part-time strategic advisory engagement:

- Quarterly Portfolio Strategy Note (min 10 pages): priorities, sequencing, key decisions required and emerging risks/opportunities.
- Monthly Decision Log & Recommendations (2–4 pages): decisions taken, decisions pending, recommended actions
- Investor / Capital Mobilization Briefs (2–5 pages each, as required) for priority opportunities.
- Policy / Institutional Briefs for management, Board, Sub Committee. Donor agencies and any other appropriate forum of decision making such as PPP Policy Board, TFEC, Relevant Government Department/Agencies.
- Preparation of a SEZMC Strategic Framework providing a holistic roadmap
- Shall assist, engage with potential private sector/business investors and industrialists to facilitate through out of box or conventional methods to promote industrialization within SEZMC managed zones

4. Duration & Level of Effort

- Time commitment: 4–8 hours per week (part-time).
- Term: 12 months (extendable by mutual agreement for one year).

5. Reporting & Coordination

- Primary reporting: Chief Executive Officer, SEZMC.
- Coordination: SEZMC project focal persons for each zone / initiative; external advisors where required for alignment (without assuming line management responsibilities).
- The Senior Strategy Advisor shall, as and when required, will attend Board meetings, Government-level meetings and any other higher executive-level meetings, briefings, consultations or engagements, whether formal or informal. The Advisor shall also be available to appear, participate, provide input, or support SEZMC at any time upon being called by SEZMC, including for matters requiring urgent strategic advice, executive-level briefing, investor/funding engagement, policy input, or project-related decision support. The Advisor shall further submit any required document, note, report, presentation, brief, recommendation, or other deliverable as may be required by SEZMC from time to time within the timelines specified by SEZMC.

6. COMMENCEMENT OF ENGAGEMENT

The Agreement shall be deemed to have entered into effect as of [insert day], [insert month], [insert year] (the Commencement Date) and the Individual Consultant shall commence the Services as of the Commencement Date.

7. EXPIRATION

7.1 Either Party may end the Agreement by serving the other Party a one (1) month notice in writing.

8. SERVICE FEE AND PAYMENT

8.1 In consideration of the Individual Consultant providing the Services, the Client shall pay a fee amounting to PKR [insert] (in words: PKR [insert]) (the Service Fee) to the Consultant. The Service Fee shall be payable on Quarterly basis during the Term of engagement in accordance with the payment schedule / arrangement agreed between the Parties and shall be inclusive of all applicable taxes.

9. COMMUNICATION

9.1 All communication between the Parties shall be in writing delivered through an established credible medium including email, courier and fax.

9.2 The respective key contact persons for communication shall be as follows:

FOR SEZMC	FOR CONSULTANT
Name: [insert] Designation: [insert] Address: [insert] Telephone: [insert] Email: [insert]	Name: [insert] Designation: Senior Strategy Advisor Address: [insert] Telephone: [insert] Email: [insert]

10. TAXATION

- 10.1 The Individual Consultant shall be responsible for and pay all such taxes, duties, fees and any other impositions as may be levied on his/her income under the Agreement in accordance with the laws of Pakistan.
- 10.2 The Client may withhold tax on the Service Fee in accordance with applicable laws of Pakistan and deposit the same with the relevant department under intimation to the Individual Consultant.

11. CONFIDENTIALITY, CONFLICT OF INTEREST AND COMPLIANCE

- 11.1 The Individual Consultant shall maintain confidentiality of all non-public information, documents, data, deliberations, presentations and records made available by SEZMC or generated during the Assignment.
- 11.2 The Individual Consultant shall disclose any actual or potential conflict of interest and shall not undertake any assignment that may materially conflict with the Services or SEZMC's interests.
- 11.3 The Individual Consultant shall submit and maintain all procurement compliance declarations required by SEZMC, including non-debarment, confidentiality undertaking, conflict of interest disclosure and availability confirmation for 4–8 hours per week.

12. SEVERABILITY

If for any reason whatsoever, any provision of this Agreement is or becomes void, invalid or otherwise unenforceable or is declared by any court of competent jurisdiction or any other instrumentality to be void, invalid or unenforceable, the validity, legality or enforceability of the remaining provisions shall not be affected. The Parties shall, within reasonable time, amend this Agreement and/or execute such additional document(s) as may be necessary and/or appropriate to replace such provision in a manner that achieves the intended purpose of this Agreement.

13. GOVERNING LAW, JURISDICTION AND DISPUTE RESOLUTION

13.1 GOVERNING LAW

13.1.1 This Agreement shall be governed by and construed in accordance with the Laws of Pakistan.

13.2 DISPUTERESOLUTION

13.2.1 Any dispute, difference or controversy of whatever nature howsoever arising under or out of or in relation to this Agreement (including its interpretation) between the Parties, and so notified in writing by either Party to the other Party (the **Dispute**) shall, in the first instance, be attempted to be resolved amicably in accordance with the conciliation procedure set forth in section 13.3 [*Conciliation*].

13.2.2 The Parties agree to use their best efforts for resolving all Disputes promptly, equitably and in good faith, and further agree to provide each other with reasonable access during normal business hours to all non-privileged records, information and data pertaining to any Dispute.

13.3 CONCILIATION

9.3.1 In the event of any Dispute between the Parties, either Party may require such Dispute to be referred to the [*insert title of representative of the Client*] of the Client and the [*insert title of representative of the Firm*] of the Firm for amicable settlement, and upon such reference, the said persons shall meet no later than thirty (30) days from the date of reference to discuss and attempt to amicably resolve the Dispute. If such meeting does not take place within the thirty (30) day period or the Dispute is not amicably settled within thirty (30) days of the meeting or the Dispute is not resolved as evidenced by the signing of written terms of settlement within thirty (30) days of the notice in writing referred to in section 13.2.1 or such longer period as may be mutually agreed by the Parties, either Party may refer the Dispute to arbitration in accordance with the provisions of section 13.4 [*Arbitration*].

13.4 ARBITRATION

13.4.1 Any Dispute that is not resolved amicably by conciliation, as provided in section 8.3 [Conciliation], shall be finally decided by reference to arbitration by a sole arbitrator mutually appointed by the Parties within fifteen (15) days of the thirty (30) day period mentioned in section 13.3.1 above. If the Parties fail to appoint the arbitrator within the aforementioned time period, [*insert name/designation*] shall act as the sole arbitrator. Such arbitration shall be held in accordance with the provisions of the Arbitration Act, 1940 (as amended or substituted from time to time).

13.4.2 The seat and venue of such arbitration shall be Karachi, Pakistan and the language of arbitration proceedings shall be English.

14. AMENDMENTS

The Agreement and schedules together constitute a complete and exclusive statement of the terms of the Agreement between the Parties. The Parties may amend or modify the Agreement upon mutual consensus in writing.

Schedule 1
Request for Proposal¹

¹ This Schedule 1 (Request for Proposal) will be inserted at the time of execution of the Service Agreement.

SIGNATURE PAGES

IN WITNESS WHEREOF the Parties hereto have caused this Agreement to be executed by their duly authorized representatives as of the date of execution by the Client and the Individual Consultant.

AS THE CLIENT

For and on behalf of SINDH ECONOMIC ZONES MANAGEMENT COMPANY (LIMITED) through its authorised signatory

Name:

Designation:

in the presence of:

signature of WITNESSES

1. Name:

Address:

NIC No:

2. Name:

Address:

NIC No:

SIGNATURE

.....

SIGNATURE

.....

.....

AS THE INDIVIDUAL CONSULTANT

For and on behalf of [INSERT NAME OF INDIVIDUAL CONSULTANT]

Name:

Designation: Senior Strategy Advisor

in the presence of:

signature of WITNESSES

1. Name:

Address:

NIC No:

2. Name:

Address:

NIC No:

SIGNATURE

.....

SIGNATURE

.....

.....

ANNUAL PROCUREMENT PLAN (WORKS, GOODS & SERVICES)

FINANCIAL YEAR-2025-26

Sindh Economic Zones Management Company (SEZMC)

Sr. No	Description of Procurement	Quantity (where applicable)	Estimated Unit Cost (where applicable)	Estimated Cost	Funds Allocated	Source of funds (ADP/Non-ADP)	Proposed procurement method	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Remarks (if any)
1	Rehabilitation of Boundary Wall at Khairpur Special Economic Zone	NA	NA	9.9 million	9.9 million	Non-ADP	National Bidding	Yes				Rehabilitation Works at KSEZ
2	RFP for Feasibility Study and Transaction Advisory Services Pakistan's First Aquaculture Ecosystem.	NA	NA	350 million	350 million	Non-ADP	National Bidding				Yes	RFP for Feasibility Study and Transaction Advisory Services Pakistan's First Aquaculture Ecosystem. Building a Fully Enabled Blue Economy through Public Private Partnership Framework
3	Renovation & Maintenance at SEZMC	NA	NA	5 million	5 million	Non-ADP	National Bidding				Yes	Renovation & Maintenance at Sindh Economic Zones Management Company
4	Maintenance and Branding Works at KSEZ	NA	NA	5 million	5 million	Non-ADP	National Bidding				Yes	Maintenance and Branding Works at Khairpur Special Economic Zone



5	Hire Services for Senior Strategy Advisor (the Individual Consultant)	NA	NA	5 million	5 million	Non-ADP	National Bidding				Yes	Hire Services for Senior Strategy Advisor (the Individual Consultant)
6	INVITATION FOR BIDS FOR PROVISION OF HEALTH INSURANCE FIRM	NA	NA	3.3 million	3.3 million		National Bidding				Yes	PROVISION OF HEALTH INSURANCE FIRM



NOTIFICATION

No.MMC/SEZMC/Retainer/2023.24/272/: With the approval of the Competent Authority, the Sindh Economic Zones Management Company is pleased to constitute a Procurement Committee for hiring of Services for Strategy Advisor - Sindh Economic Zones Management Company in compliance with applicable Rules, with following composition and terms of reference:

S. No.	DESIGNATION	STATUS
1	Manager, SEZMC	Chairman
2	Project Coordinator, Education City, Govt. of Sindh	Member
3	Assistant Manager Accounts, SEZMC	Member/Secretary

Terms of Reference:

- Preparation of Bidding Documents.
- Carrying out technical as well as financial evaluations of the bid.
- Preparing evaluation report.
- Making recommendations for the award of contract to the competent authority; and
- Perform any other function ancillary and incidental to the above.
- Committee can Co-opt any members.

CHIEF EXECUTIVE OFFICER, SEZMC

No.MMC/SEZMC/Retainer/2023.24/272/4075:

Karachi, dated: 25th May, 2026

A copy is forwarded for information and necessary action to:

1. Members (All) SEZMC Procurement Committee.
2. Members (All) SEZMC Board.
3. Managing Director, SPPRA, Karachi.



MANAGER (HR & ADMIN) SEZMC

NOTIFICATION

No.MMC/SEZMC/Retainer/2023.24/272/: With the approval of the Competent Authority, the Sindh Economic Zones Management Company is pleased to constitute a Complaint Redressal Committee (CRC) to redress the grievance in procurement of hiring of services for Strategy Advisor - Sindh Economic Zones Management Company in compliance with Rule 31 of Sindh Public Procurement Rules, 2010, with following composition and terms of reference:

S. No.	DESIGNATION	STATUS
1	Chief Executive Officer, SEZMC, Govt. of Sindh	Chairman
2	Representative of the Accountant General, Sindh	Member
3	Independent Professional from relevant field, to be nominated by the CEO, SEZMC	Member

Terms of Reference:

- To determine whether there exists any inconsistency in the procurement process with SPPRA Rules 2010 (amended from time to time) and regulations;
- To determine whether any unauthorized act or decision was made by the Procurement Committee;
- To reverse any decision of the Procurement Committee or substitute its own decision for such a decision;
- The Complaint Redressal Committee shall announce its decision within seven (7) days w.e.f. date of reference to the committee.

CHIEF EXECUTIVE OFFICER, SEZMC

No.MMC/SEZMC/Retainer/2023.24/272/4071

Karachi, dated: 25th May 2026

A copy is forwarded for information and necessary action to:

1. All members of SEZMC Committees (CSC & Procurement)
2. P.S. to Managing Director, SPPRA, Karachi
3. All concerned



CHIEF TECHNICAL OFFICER