

EXPRESSION OF INTEREST DOCUMENT

**HIRING OF HR CONSULTING FIRM FOR RESTRUCTURING AND STRATEGIC PLANNING OF
LDA.**



**Scope of Work and Eligibility Criteria for the Selection of
Consulting Firms**

Director C&I, LDA

Address: 467-D II, M. A Johar Town, Lahore

Contents

REQUEST FOR EXPRESSION OF INTEREST.....	3
Introduction.....	4
1. Introduction of LDA.....	4
2. Background of the Project	4
Terms of Reference	4
3. Objectives of the Assignment	4
4. Scope of Services	5
5. Communication and Reporting.....	7
Eligibility Criteria	8
8. Basic Eligibility	8
9. Evaluation Criteria	8
10.Documents To Be Submitted	11
Application Forms	13
Contact Details	20
11. Firm Contact Information.....	20
12. Client Contact Details	21
DISCLAIMER.....	22

Introduction

1.Introduction of LDA

Lahore Development Authority (LDA) is an autonomous body under Government of the Punjab primarily governing Housing, Development and Metropolitan Planning affairs of the Lahore Division. The Authority consists of seven major Wings namely Metropolitan Planning, Town Planning, Engineering, Headquarters, Housing, Urban Planning and Education & Katchi Abadies. The functions of these Wings are further distributed amongst more than 50 Directoartes with total budgeted strength exceeding 3000 employees. The Administration Directorate under HQ Wing deals with the service matters of the employees not limited to recruitment, postings, promotion and trainings etc. Most of the employees are working on Basis Pay Scales defined by the Government of Punjab. The job description of the employees varies from engineering works, master planning, building control, commercialization, recovery and enforcement assignments, procurement of land, exemption, allotment & transfer of plots, one window operation in view of public facilitation, operation & maintenance of accounts, financial management, administration, public relations, policy making, legal affairs and revenue matters etc.

2. Background of the Project

In recent years, Lahore Development Authority (LDA) has taken major steps, such as digitization and sifting of land records, one window operations for clients, and the time-bound processing of applications, to enhance its efficiency and improve its quality of services delivery. To gain maximum advantages from these innovative initiatives require equally efficient, effective, and agile human resources (HR). However, the multiplexity of assignments at different operational and departmental levels leads to the complexity of numerous issues and challenges directly or indirectly related to the progress towards achieving these goals. This situation demands a thorough review and diagnosis of human resources management practices in all spheres.

The aim of hiring a human resource consultant firm is to create and develop an HR model specific to the need of LDA. The HR consultant shall review, design, and apply strategic HR planning and policies on recruitment and selection, training and development, compensation and remuneration, performance and career, organizational development and change, as well as crisis and conflict management, by doing this, enabling LDA to use its human resources as strategic assets to achieve its objectives of becoming a modern, efficient, and flexible organization.

SCOPE OF WORK

3.Objectives of the Assignment

3.1. Review Of Existing Administrative/ Personnel Management System

To review the existing administrative/personnel management system of LDA and identify the major problems and lapses that are not in line with the vision of authority to provide quality public services delivery including the identification of the areas of existing administrative system that can be restructured.

3.2. Restructuring Of Existing Organizational Design

To redesign and revise the existing structure of LDA by defining and redefining the job descriptions and specifications, hierarchical relationships, key performance measures, remunerations, and accountability mechanisms.

3.3. Training And Support For The Staff

To offer orientation and training sessions regarding the newly developed structures, policies, and manuals including provision of training to the relevant staff for creating the understandings of work flows, auditing of HR activities to ensure compliance, and analyses of data and reports to bring insights.

4. Scope of Services

4.1 Design And Develop Fully Functional HR Department

- a. Development of a fully functioning HR department (HRBP model) in LDA.
- b. Development of HR policies manual to operationalize HR department.
- c. Development of SOPs regarding the internal functioning of HR department.

4.2 Review And Assessment Of Existing Job Structures At The Directorate Level

- a. Detailed data collection regarding existing jobs in each directorate, their descriptions, specifications, hierarchical relationships, and contributions to the overall work flow of a directorate and wing.
- b. Analysis of data compared to the actual need of each directorate and identification of gaps, duplications, and ways for improvement.
- c. Evaluation of the findings of the data in comparison with the benchmark practices of other public sector organizations.
- d. Devise restructuring plans to the management along with the rationale behind each change while considering its legal and social implications.

4.3 Recruitment And Selection Policies

- a. Assessment of the actual requirement for positions (e.g., regular, contract, work charge, and project-based employees) in each directorate.
- b. Profiling the knowledge, skills, and abilities (KSAs) required against each position.
- c. Devise plans and procedures for reassignment of staff on position identified as duplicate or redundant.
- d. Identification of field-specific positions and develop strategies to fill these positions internally and externally.

- e. Devise plans to assess the KSAs before hiring staff against a vacant position, subject to the compliance of legal requirements.
- f. Development of complete recruitment plans against all the positions in LDA and execution system.
- g. Succession management strategies along with the workable plan.

4.4 Development Of Job Descriptions, Job Evaluations, And Performance Management System

To review the existing performance appraisal system, i.e., based on the Performance Evaluation Report (PER); and to design a customized performance management system in LDA with the aim to differentiate between high and low performers. The proposed performance management system shall strengthen the accountability process and offer penalties for low performers, thereby reward high performers. To achieve this purpose, the consultant will consider (but not limited to) the following points:

- a. Development of job descriptions, specifications and evaluation of each position in LDA.
- b. Description of Key Performance Indicators (KPIs) for all positions. These KPIs shall be based on delivery, speed, and feedback from the customers.
- c. Description of mechanisms linking the performance of each position with the penalty and reward system.
- d. Incorporation of the accountability process and propose pathways (e.g., training, penalties) to improve the performance of low performers.

4.5 Development Of Training And Development Framework

- a. Carrying out training needs assessment against each key position in LDA.
- b. Based on the evaluation, development of a system for employees' training and development.
- c. Development of talent management framework enabling employees to gain diverse experiences in multifaceted working environments.
- d. Development of leadership and functional competencies.
- e. Propose a learning and development system for employees to prepare them better to progress in their careers and assume larger responsibilities.

4.6 Development Of Compensation And Remuneration Plans

- a. Review the existing monetary and non-monetary benefits offered to the employees compared to other public sector organizations' benchmark practices.
- b. Propose plans for linking rewards with performance.
- c. Propose plans for the incorporation of non-monetary benefits to increase the intrinsic motivation of the employees.

4.7 Organization Development And Change Management

- a. Evaluation of legal and social impact of proposed interventions--plan and development of a line of action for a smooth transition and foreseeable resistance.
- b. Propose mechanisms to evaluate for monitoring the progress of proposed interventions.
- c. Arrangement of orientation and training sessions for the top and middle management of LDA regarding OD interventions.

4.8 Crisis And Conflict Management / Employee Relation Issues

- a. Planning of employees grievance handling mechanism.
- b. Development of guidelines to handle conflicts among employees, including reporting and addressing their issues through advisory committees, ombudsman, etc.
- c. Development of policy to report and address harassment of all types at each level of LDA.
- d. Development of guidelines to tackle the unforeseen crisis, e.g., pandemic, fire, earthquake, strike etc.

4.9 Any Other Task Assigned By The Client With Mutual Consent

5. Communication and Reporting

- a. The consultant will communicate (at least) fortnightly the progress of the project to the HR committee.
- b. After realizing each step, the consultant will provide a written report and seek feedback from the HR committee and incorporate their comments/feedback accordingly.
- c. The HR consultant will conduct a comprehensive study of all aspects of the existing human resource management regime of the LDA including but not limited to structure of the cadres and functional units, qualifications, appointing and other authorities, job descriptions, maximum time-limits for disposal of cases, recruitment, training, confirmation, continuous professional development, career planning, monitoring and evaluation, remuneration, promotion, discipline, conduct, deputation, posting / transfer, retirement, leave, medical attendance, subscription to funds and to identify weaknesses therein along with their impact and offer solutions, within six months after a thorough consultative process with all stakeholders, in the form of the draft Lahore Development Authority (Appointment and Conditions of Service) Regulations, 2021, the draft LDA HR Manual and the draft LDA Operations Manual covering all functions and powers of the LDA under the Lahore Development Authority Act, 1975, other laws / rules / regulations and executive orders.

Prequalification Criteria

6. Basic Eligibility

All interested firms shall fulfill all criteria mentioned in basic eligibility. In case of a joint venture, all members shall fulfill basic eligibility criteria individually.

1. Firms must be a valid legal entity, registered with Securities & Exchange Commission or Registrar of Firms etc.
2. Firms must be duly registered with Income Tax Department and be on the Active Taxpayers List of FBR.
3. Firms must provide audited financial reports of any three financial years (FY 2016-17, FY 2017-18, FY 2018-19, FY 2019-20).
4. Firms must provide a list of similar completed works in last 10 years with name of client, scope, cost of project, cost of consultancy, and period details.
5. Firms must provide an undertaking to the effect that it has not been black listed by any Government Agency/ Authority.

7. Evaluation Criteria

Applicants shall be evaluated on the following criteria set out below regarding financial soundness, experience and technical strength (as demonstrated by the Applicant's responses).

	Score Detail	Total score
Financial Soundness (10 points)		
F1. Average annual turnover in any three of the <i>following financial years</i> (FYs 2016-17, 2017-18, 2018-19, 2019-20) Less than or equal to PKR 20 million =0 Points, Equal to or greater than 50 million =5 Points Values between 20 to 50 millions shall be prorated.	5	10
F2. Average net profit in any three of the <i>following financial years</i> (FYs 2016-17, 2017-18, 2018-19, 2019-20) 0% = 0 Points, Equal to or greater than 10% = 5 points, Values in-between shall be prorated.	5	

Qualification and Experience (40 points)**E1. Relevant Experience****40**

At least 1 completed assignment of conducting job analysis and surveys in public sector organization in last 10 years

8

At least 1 completed assignment of establishment of HR Department in public sector organization in last 10 years

8

At least 1 completed assignment of digitization of complete HR functions in public sector organization in last 10 years

6

At least 1 completed assignment of conducting Training Need Analysis and development of Talent Management framework in public sector organization in last 10 years

6

At least 1 completed assignment of restructuring of public sector organization in last 10 years

6

At least 1 completed assignment of implementation of performance management system in last 10 years

6

Technical Strength (50 points)

T1.	Departmental structure in line with international standards of human resource consultancy. (ISO etc)		5	5
T2	Availability of following professional staff other than associates			45
	Sr. No.	Personnel	Qualification and Experience	
	1.	Leadership and Talent Management Expert	Master's degree in Human Resource Management/ Business Management from HEC recognized institutions or from accredited reputable foreign University with 15 years of proven experience	10
	2.	Talent Sourcing Expert	Master's degree in Human Resource Management/ Business Management from HEC recognized institutions or from accredited reputable foreign University with 10 years of proven experience	7
	3.	Compensation and Rewards Management Expert	Master's degree in Human Resource Management/ Business Management from HEC recognized institutions or from accredited, reputable foreign University with 10 years of proven experience	7
	4.	Organizational Development and Change Management Expert	Master's degree in Human Resource Management/ Business Management from HEC	7

		recognized institutions or from accredited, reputable foreign University with 10 years of proven experience		
5.	Financial Expert	MBA (Finance)/ CA/ ACCA from HEC recognized institutions or from accredited, reputable foreign University with 10 years of proven experience	7	
6	Legal Expert	LLB from HEC recognized institutions or from accredited, reputable foreign University with 10 years of proven experience	7	

- Qualifying marks will be 65 and the shortlisted firms will be invited to submit technical and financial documents.

8. Documents To Be Submitted

1. A cover letter.
2. Name, address and company registration details (including the year of incorporation and the number of years of relevant experience). Please also attach copy of registration/ incorporation certificate.
3. A profile of the firm/joint venture with an organogram, a summary of qualifications and experiences of designated staff and any other relevant information.
4. Audited Balance Sheet for the previous 3 years of the lead and the associated organizations.
5. Details of similar major assignments undertaken (completed or ongoing). This information should be presented in a tabular format.
6. All documents should be in English. Documents prepared in any other language must be translated into English and certified by a competent authority.

7. Undertaking by the firm that it has not been blacklisted by any Government Agency/Authority.

8. Applicants shall also be required to submit an affidavit affirming and declaring on oath that the Applicant:

- a. has not been declared bankrupt or defaulter;
- b. is not making any misrepresentations or concealing any material detail;
- c. has not been convicted of, fraud, corruption, collusion or money laundering;
- d. 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 its obligations;
- e. does not fall within any of the circumstances for ineligibility or disqualifications; and
- f. is not blacklisted by any public body of Pakistan.

Application Forms

Application Form A-1

Letter of Application

[Letterhead paper of the Applicant (or lead partner of a joint venture), including full postal address, telephone no., fax no. and e-mail address]

Date:.....

To:

The Director Administration
Lahore Development Authority, Lahore

Dear Sir,

1. Being duly authorized to represent and act on behalf of (hereinafter "the Applicant"), and having reviewed and fully understood all the prequalification information provided, the undersigned hereby applies to be prequalified as a bidder for the following contract(s) under the **HIRING OF HR CONSULTING FIRM FOR RESTRUCTURING AND STRATEGIC PLANNING OF LDA..**
2. LDA or its authorized representatives are hereby authorized to conduct any inquiries or investigations to verify the statements, documents, and information submitted in connection with this application, and to seek clarification from our bankers and clients regarding any financial and technical aspects. This Letter of Application will also serve as authorization to any individual or authorized representative of any institution referred to in the supporting information, to provide such information deemed necessary and requested by yourselves or the authorized representative to verify statements and information provided in this application, or with regard to the resources, experience, and competence of the Applicant.
3. LDA or its authorized representatives may contact the following persons for further information, if needed.

General, Financial and Managerial Inquiries	
Contact 1	Telephone 1
Contact 2	Telephone 2

--

Technical Inquiries	
Contact 1	Telephone 1
Contact 2	Telephone 2

4. This application is made with the full understanding that:
- (a) Bids by Prequalified Bidders will be subject to verification of all information submitted for prequalification at the time of bidding;
 - (b) LDA reserves the right to reject or accept any application, cancel the prequalification process, and reject applications; and
 - (c) LDA shall not be liable for any such actions or consequence of, and shall be under no obligation to inform us of the grounds for actions.
5. Appended to this application are the documents indicated by the checklist below. We accept that missing documents may result in our disqualification from the prequalification process.

6. Documents Checklist	
Certificate of Incorporation	
Memorandum and Articles of Association (if applicable)	
Audited financial statements of last three financial years	
Nation Tax Number certificate	
Income tax returns of last three financial years	
Sales Tax Registration certificate	
Undertaking/Affidavit as mention in Article 6 of this document	
Reference letters from two clients	

7. The undersigned declares that the statements made and the information provided in the duly completed application are complete, true, and correct in every detail.

Signed
Name
For and on behalf of (name of Applicant)

Application Form A-2

General Information

[Applicant applying for prequalification is required to complete the information in this form.]

1.	Name of Firm		
2.	Head Office Address		
3.	Telephone	Contact Person: Name: Title:	
4.	Fax	Telex	
5.	Place of Incorporation/registration	Year of incorporation/registration	
6.	No. of permanent employees	No. of permanent professional staff	
7.	Other offices		
	City	Country	Employees
	1.		
	2.		
	3.		
	4.		
	5.		

Application Form A-3

Financial Information

Name of Applicant or Lead partner of joint venture

[The information supplied should be supported with audited financial statements of the Applicant]

Year	Annual Turnover	Currency	Reference
FY 2017-18			
FY 2018-19			
FY 2019-20			

Year	Net Profit	Currency	Reference
FY 2017-18			
FY 2018-19			
FY 2019-20			

Application Form A-4

Details of Contracts

Name of Applicant or Lead Partner of a joint venture

[Use a separate sheet for each contract]

1.	Name of Contract
	Location
2.	Name of Employer
3.	Employer Address
4.	Nature of work and similarity to this project
5.	Contract Role (Tick One) (a) Sole Contractor (b) Sub- Contractor (c) Partner in a Joint Venture
6.	Value of the total contract (in PKR) at completion, or at date of award for current contract
8.	Date of Award
9.	Date of Completion
10.	Contract Duration (Years and Months) ____ Years ____ Months

11.	Contract Requirements
12.	Reference ¹

¹Each copy of form A-4 must be accompanied by a reference letter from respective employer

Contact Details

9. Firm Contact Information

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

General Information:

Name of Company:	
Form of Organization:	
Postal Address:	
Country:	
Telephone number (country and city code):	
Fax number, (country and city code):	
URL:	
Contact Person 1:	
Telephone Number:	
Mobile No:	
Fax Number:	
Email:	

Contact Person 2:	
Telephone Number:	
Mobile No:	
Fax Number:	
Email:	

10. Client Contact Details

The EOIs are to be submitted **by hand** to the following address:

Postal Address:

The Client's representative is:

Director Administration
Lahore Development Authority, Lahore.
467 D-2, M.A. Johar Town, Lahore.
Phone: +92 42 99262269

The envelopes must be sealed and clearly marked.

The client must send two copies of all documents.

DISCLAIMER

- The Client reserves the right to modify, expand, restrict, discontinue with the project or reject any EOI without stating reasons.
- The Client reserves the right to waive minor deviations, if these do not materially affect the capability of the Applicant to perform the contract. In such case, similar relaxation shall be provided to all Applicants so affected. Sub-contractor's experience and resources shall not be taken into account in determining the Applicant's compliance with the qualifying criteria.
- The Client reserves the right to seek additional information, missing information, and/or clarification of submitted information, from any applicant at pre-qualification stage only. In such case, similar opportunity shall be provided to all Applicants so affected.
- The Client may verify information provided in prequalification documents through any means necessary, and reserves the right to disqualify a bid at any stage of the bidding process if the Applicant is found to have wilfully misrepresented information.