

**STANDARD REQUEST FOR EXPRESSION OF INTEREST**  
Consulting Services



Royal Government of Bhutan  
Ministry of Finance

2019

## **PREFACE**

This Standard Request for Expression of Interest (SREoI) is based on the Procurement Rules and Regulations of the Royal Government of Bhutan. The SREoI must be used for the Procurement of Consulting Services (Firm). This document will come into effect from 1<sup>st</sup> July 2019.

To obtain further information on procurement you may contact:

Government Procurement and Property Management Division  
Department of National Properties  
Ministry of Finance  
Royal Government of Bhutan

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**REQUEST FOR EXPRESSION OF INTEREST**

**REoI No. *PSDD-02/2019/-***

**Project Name: *“Integrated Citizen Services”***

**Procuring Agency: *Public Service Delivery Division, Cabinet Secretariat***

**Title of Consulting Services:**

***Hiring of Consultancy Services to undertake Nationwide Public Service Delivery Citizen Satisfaction Baseline Survey***

## INVITATION FOR EXPRESSION OF INTEREST

DDFP/ICS/

24 January, 2020

The ***Public Service Delivery Division, Cabinet Secretariat*** invites expression of interest to provide the following consulting services: ***Hiring of Consultancy Services to undertake Nationwide Public Service Delivery Citizen Satisfaction Baseline Survey***. More details on the services are provided in the Terms of Reference.

A Consultant will be selected as per the procedures described in this REOI, in accordance with Procurement Rules and Regulations of the Royal Government of Bhutan

The EoIs are to be submitted at the latest by ***February 10, 2020 at 2:30 pm***.

The procedural requirements for responding to this invitation are provided in the complete REOI document, which includes the following:

**Section I - Instructions to Consultants**

**Section II - Standard Forms**

**Section III - Terms of Reference**

Address for response/ Address of Procuring Agency:

***Chief Program Officer,  
Public Service Delivery Division, Cabinet Secretariat  
3rd Floor, Building No: 79, Norzin Lam-III, Chubachu, Thimphu.***

Yours sincerely,

***Administrative Officer,  
Cabinet Secretariat,  
Langjophakha, Thimphu***

## SECTION I: INSTRUCTIONS TO CONSULTANT

1. Scope of Assignment: The Employer has received a budget from *the Government of India* and intends to select a Consultant for the specific assignment as specified in the Terms of Reference in Section III.
2. Qualifications of the Consultant: Prospective Consultants shall demonstrate in their EoI that they meet the required qualifications and experiences and are fully capable of carrying out the assignment.
3. Conflict of Interest: The Consultant shall hold the Procuring Agency's interests paramount, without any consideration for future work, and strictly avoid conflicts with other assignments or its own corporate interests. For this purpose, the provisions of the Procurement Rules and Regulations on Conflict of Interest shall apply.
4. Unfair Advantage: If a Consultant could derive unfair competitive advantage from having provided Consulting Services related to the assignment in question, the Procuring Agency shall make available to all Consultants together with this REOI all information that would in that respect give such Consultant any unfair competitive advantage over competing Consultants.
5. Preparation of EoI: EoI shall be typed or written in indelible ink in the English language and shall be signed by the Consultant. Consultants are required to complete the following Forms including supporting documents to substantiate the qualification and experience of the firm:
  - Section I - Instructions to Consultants**
  - Section II - Standard Forms**
  - Section III- Terms of Reference**
6. Submission of EoI: The prospective Consultant may deliver their EoI by hand, mail, courier service to the address mentioned in the REOI.
7. The EoI shall be properly sealed in envelopes addressed to the Procuring Agency as mentioned in the REOI advertisement and bear the name & address of the Consultant as well as the name of the assignment.
8. The closing date for submission of EoI is **February 10, 2020**, up to **2:30 pm**. Any EoI received after the deadline for submission of EoI shall be declared late, and returned unopened to the Consultant.
9. The EoI may be modified or substituted before the deadline for submission. The Procuring Agency may at its sole discretion, extend the deadline for submission of EoI.
10. At any time prior to the deadline for submission of EoI the Procuring Agency for any reason or on its own initiative may revise the REOI Document by issuing an addendum, which shall form an integral part of the Document.

11. Evaluation: The Consultants shall be evaluated on the following criteria:

*[The Procuring Agency may modify and allocate the following indicative points based on their requirements and further breakdown each criteria into sub-criteria and allocate points accordingly].*

S/N	Criteria	Points
1	Relevant experience of the firm(s) that best fit with a proposed assignment	20
2	Demonstrate an understanding of the objectives of assignment and terms of reference by providing the following: <ul style="list-style-type: none"> <li>i. Technical Approach and Statistical Methodology of the Survey</li> <li>ii. Work Plan</li> </ul>	30
3	Key experts' qualifications and competence for the assignment* <ul style="list-style-type: none"> <li>- Project Lead (30 Points)</li> <li>- Researcher/Analyst (20 Points)</li> </ul>	50
	<b>Total</b>	<b>100</b>

\*The number of points to be assigned to each of the key expert positions shall be determined considering the following sub-criteria and relevant percentage weights:

- i. Educational qualifications (as explained below): 25%
- ii. Adequacy for the assignment (experience in the sector/similar assignments): 75%

Team Member	Minimum Qualification and Experience
Project Lead	<ul style="list-style-type: none"> <li>i. Minimum qualification Masters in management/finance/business (25%)</li> <li>ii. Minimum of 8-10 years of relevant experience in leadership / management positions with additional experience in conducting baseline survey (60 %)               <ul style="list-style-type: none"> <li>- More than 10 years (100 points)</li> <li>- More than 8 years (50 points)</li> <li>- More than 5 years (25 points)</li> <li>- Up to 5 Years (10 Points)</li> </ul> </li> <li>iii. Fluency in Dzongkha and English language and other local dialects (5%)</li> </ul> <p>Good writing and communication skills – please submit a cover letter stating your interest in the consultancy and why you should be chosen (10%)</p>
Researcher/ Analyst	<ul style="list-style-type: none"> <li>i. Minimum qualification Masters in social sciences/development studies/management (25%)</li> </ul>



	<ul style="list-style-type: none"> <li>ii. Minimum experience of at least 3-5 years in conducting baseline survey/ market research (50%) <ul style="list-style-type: none"> <li>✓ More than 5 years (100 points)</li> <li>✓ More than 4 years (50 points)</li> <li>✓ More than 3 years (25 points)</li> <li>✓ Up to 3 years (10 points)</li> </ul> </li> <li>iii. Significant prior experience in providing mentoring services in the field of expertise (15%)</li> <li>iv. Knowledge of Dzongkha language and other local dialects (5%).</li> <li>v. Good writing, communication and analytical skills (5%)</li> </ul>
Enumerators	The consultant will have to recruit and train an appropriate number of Enumerators for the successful conduct of the survey. The enumerators will have to be deputed in the field as scheduled to ensure timely completion of the study.

*Kindly provide substantial details substantiated by adequate documents to prove the above criteria.*

12. Immediately after the closing date and time for submission, the Procuring Agency shall open all EoI documents, including any substitutions accompanied by a properly authorized substitution notice.
13. Following the opening of the EoI, and until the RFP is issued; no Consultant shall make any unsolicited communication to the Procuring Agency. Such an attempt to influence the Procuring Agency in its decisions on the examination, evaluation, and comparison of the EoI may result in the rejection of the EoI.
14. EoIs shall be evaluated based on the criteria outlined under clause 11. Request for Proposal (RFP) documents shall be issued to the shortlisted consultants only.

## **SECTION II: STANDARD FORMS**

Form 1: Sample letter of Expression of Interest Form

2: Firm Information Sheet

Form 3: General Experience of the Firm during the Last 5 (five) calendar Years

Form 4: Relevant Experience of the Firm during the Last 5 (five) calendar Years

Form 5: Relevant Experience of the Firm's Professional Staff

Form 6: Relevant Experience of the External Professional Staff available to the Firm

Form 7: Description of Approach, Methodology, and Work Plan for Performing the Assignment

**Form 1: Sample Expression of Interest (EOI) for Consultancy services**

Date:

To

*[Insert address of Procuring Agency]*

Sub: **Expression of Interest (EOI) for the Consultancy Service** .....*[Insert title of Consulting Services]*

Dear Sir/Madam,

This is in response to your public notice published in *[.....insert name of paper/ website.....]* on *[.....insert date.....]*, inviting expression of interest for *[insert description of Consulting services]*. We hereby submit our expression of interest and have attached necessary information according to the standard forms.

The information furnished by us in this expression of interest is correct to the best of our knowledge. Based on this information, we understand you would be able to evaluate our proposals in order to shortlist for the above-mentioned assignment. We, however, understand that the Procuring Agency reserves the right to decide whether or not to shortlist our firm without disclosing the reason whatsoever.

Sincerely yours,

On behalf of the firm:

Signature: ..... Name of

signatory: Designation:

Company Seal

**Form 2: Firm Information Sheet**

**2.1. Consulting Services Data**

Name of the consulting services	
Brief Description of the Assignment	

**2.2. (a) Consulting Firm Information**

Name of the consulting firm:	Country of Registration:
Name of the owner:	Day, month & Year of Establishment:
Name of Authorized Representative ( <i>if applicable</i> ):	Position/Designation:
Contact Person details: Name, Designation, email and phone number	

*[Attach valid Trade License /Registration certificate]*

**2.2. (b) Associations (Joint Venture or Sub-consultancy)**

Name of the consulting firm	Country of Registration	Joint Venture (JV) or Sub-consultant	Name of Owner/ Authorized representative	Position/Designation

*[Attach Certificate of Registration of the lead member, Certificate of Registration of the JV member (for each member) Certificate of Registration of the Sub-Consultant (for each sub-consultant), Letter of*

**2.3. Core Area of expertise of the firm** *[Provide a brief Description]*

**2.4. Company Profile** *[Provide a brief Description]*

**2.5. Available Equipment** *[where applicable]*

Provide list of equipment owned by the firm and relevant for the assignment

**Form 3: General Experience of the Firm during the Last 5 (five) Calendar Years**

Sl. No	Name of the assignment	Name of the client	Address of the client	Duration of the assignment			Total Cost of the assignment Nu.	Remarks
				From (Date)	To (Date)	Total (Months)		

**Form 4: Relevant Experience of the Firm during the Last 5 calendar Years**

Sl. No	Name of the assignment	Name of the client	Address of the client	Duration of the assignment			Total Cost of the assignment Nu.	Remarks
				From (Date)	To (Date)	Total (Months)		

**Form 5: Relevant Experience of the Firm's Professional Staff**

Sl. No	Name of the Staff	Qualification	Total Yrs of experience	Relevant experience					
				Name of assignment	Client	Position	Duration		
							From (Date)	To (Date)	Duration (Months)

**Form 6: Relevant Experience of the External Professional Staff available to the Firm**

S/N	Name of the Staff	Qualification	Total Yrs of experience	Relevant experience					
				Name of assignment	Client	Position	Duration		
							From (Date)	To (Date)	Duration (Months)

## Form 7: Description of Approach, Methodology, and Work Plan for Performing the Assignment

{Suggested structure of your Technical Proposal}

*a) **Technical Approach, Methodology, and Organization of the Consultant's team.*** {Please explain your understanding of the objectives of the assignment as outlined in the Terms of Reference (TOR), the technical approach, and the methodology you would adopt for implementing the tasks to deliver the expected output(s); the degree of detail of such output; and describe the structure and composition of your team. Please do not repeat/copy the TORs in here.}

*b) **Work Plan and Staffing.*** {Please outline the plan for the implementation of the main activities/ tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and tentative delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan and work schedule showing the assigned tasks for each expert. A list of the final documents (including reports) to be delivered as final output(s) should be included here. The work plan should be consistent with the Work Schedule Form.}

*c) **Comments (on the TOR and on counterpart staff and facilities)*** Your suggestions should be concise and to the point, and incorporated in your Proposal. Please also include comments, if any, on counterpart staff and facilities to be provided by the Client. For example, administrative support, office space, local transportation, equipment, data, background reports, etc.}



## SECTION III: TERMS OF REFERENCE

### **Context**

The digital interventions in Public Service Delivery (PSD) initiative have gained considerable momentum within the Good Governance efforts. Accessibility through electronic and mobile platforms have enabled citizens to seek information, transact online and engage in service delivery reform activities. The government ministries and agencies are expected to ensure a high quality of services and responsiveness at all times. However, the need for public benchmarking remains an issue of high priority.

The *Integrated Citizen Services* project endeavors to capitalize on the opportunities to streamline and simplify the delivery of some of the commonly availed public services. Under the auspices of the project, the baseline survey will be conducted to measure the extent to which the citizens are satisfied with the quality of the services that the agencies are delivering to the people. The citizens as recipients of government services are better positioned to advise the government on their needs and expectations - which it can be achieved through conducting regular citizen satisfaction surveys.

### **About the Assignment**

Consulting services are sought from qualified and experienced firms interested in preparing and conducting a survey to conduct nationwide Citizen Satisfaction Baseline Survey to review the current status and situation of public service delivery and derive baseline citizen satisfaction level.

The Citizen Satisfaction Survey will gauge citizens' perception of quality of services and measure citizens' opinions about the future priorities in pursuit of improving public service delivery. It is anticipated that this survey will serve as a baseline and it will be the basis for the government to assess the effectiveness of the implementation of the Integrated Citizen Service component of the Digital Drukyul Flagship program, and also to find what further improvements are desired. The survey will be part of the strategic analysis and to allow government ministries, department and agencies to identify and assess the needs and perceptions of the citizens and to enable the Government to establish priorities to better serve the needs of the general public.

### **Objective**

The general objective of the consultancy is to design and carry out comprehensive nation-wide citizen satisfaction baseline survey for the core public services.

The specific objectives of the survey are to:

- i. Provide an assessment on effectiveness, efficiency, quality of and accessibility of public services delivered to the citizens by government;

- ii. Measure the level of effectiveness of the services provided by the Government by establishing the level of citizens satisfaction;
- iii. Provide a set of recommendations aimed at helping the government develop strategies to significantly improve public service delivery in the short, medium and long term;
- iv. The result of the survey will be used as a basis for comparison and monitoring tools for Public Service Delivery.

## **Scope of Work**

The survey will assess the citizen perception of the level and quality of service delivery and whether their service delivery expectations are being met by government ministries and agencies. Specifically, the survey should:

- i. Determine the quality of service delivery as perceived by the Bhutanese citizens;
- ii. Develop composite measure of customer satisfaction and use it to determine the overall rating of current level of satisfaction;
- iii. Identify gaps in service delivery;
- iv. Propose service improvement measures.

The scope of work will include:

- i. Proposing complete survey instruments (design, methodology, sampling plan, etc.) to ensure statistically valid results by geographic area and data representation at national level\*; The firm will be required to obtain technical clearance from National Statistical Bureau (NSB), compliant to all the requirements.
- ii. Review and suggest appropriate survey instruments and questions;
- iii. Mobilize and ensure adequate resources for conduct of the survey.
- iv. Pretest survey instrument and revise as needed;
- v. Develop the communications plans for the survey;
- vi. Analyse, interpret and present the final report to PSDD.

\*Frame will be provided to enable data representation and compliance to statistical methodology.

## **General Methodology for Survey**

The Consultant will be required to use both qualitative and quantitative research methods. It is also expected that structured interviews, the Consultant shall carry out in-depth interviews and focus groups discussions. These interviews may be done individually or in groups. The sample will include consumers in unserved and underserved areas, minority groups and marginalised areas as well as those living with disabilities. The Consultant will derive the sampling frame and size from the entire population of consumers of public services, taking into account the spread of public services. The

Consultant will ensure that there are quality back-checks on data collected. The sampling standards and guidelines from the National Statistics Bureau may be used.

### **Deliverables and Timeframes**

All deliverables, such as reports, plans and other artifacts, should be delivered to PSDD for acceptance and/or approval, in order to reach the milestone planned and continue to the next phase of the assignment. The timeframe for each activity and deliverable of the assignments, inclusive of the records and in-person, involvement where required, are outlined as below:

<b>S/N</b>	<b>Deliverables/ Activities</b>	<b>Delivery Timeframe</b>	<b>Report Format</b>
<b><i>I. Inception Report &amp; Survey Instruments</i></b>			
1.	<p>Inception report will contain the following information as required in the ToR:</p> <ul style="list-style-type: none"> <li>- Sampling plan based on the frame.</li> <li>- Detailed description of the methodology and tools to be used in carrying out the survey</li> <li>- Detailed work plan, team composition, etc</li> <li>- Obtain technical clearance from NSB.</li> </ul>	<p>Within <b>14</b> [calendar] <b>days</b> from formal signing of the contract.</p>	<p>Presentation to PSDD/ Electronic copy (Word &amp; PDF)</p>
<b><i>II. Survey, Data Analysis and Draft Report</i></b>			
2.	<p>The consultant should administer the finalized surveying tools, collect data from the identified sites, and conduct data analysis.</p> <p>The draft report will include but not limited to an Executive Summary, Background, Aims and Objectives, Methodology, Implementation of the Survey activities, Outcomes, Conclusions and Recommendations.</p>	<p>Before May 15, 2020</p>	<p>Presentation to PSDD, electronic copy (Word &amp; PDF).</p> <p>Presentation to PSDD and key stakeholders, electronic copy (Word &amp; PDF)</p>
<b><i>III. Final Report</i></b>			
3.	<p>The final report shall incorporate the comments of the PSDD and</p>	<p>Before June 15, 2020</p>	<p>Presentation to PSDD and key stakeholders,</p>

	stakeholders in relation to the draft report and will include but not limited to an Executive Summary, Background, Aims and Objectives, Methodology, Implementation of the Survey activities, Outcomes, Conclusions and Recommendations		electronic copy (Word & PDF)
<p><b>IV. Submission of fortnightly progress report</b></p> <p>The progress reports will outline the progress to date and will include the following:</p> <ul style="list-style-type: none"> <li>- The progress report will be based on the work plan;</li> <li>- The report will highlight operational details of the project any challenges faced during the period under review</li> </ul> <p>The progress report will serve as monitoring tool for the survey implementation</p>			

### Reporting Requirements

The Consultant will work under the direct supervision of PSDD. An engagement arrangement will be agreed between PSDD and the Consultant as a part of the contractual agreement on the assignments. The arrangement will capture the details of the activity, duration of engagement, monitoring and reporting mechanism, and deliverables.

### Qualifications and Criteria

The consultancy assignments shall be carried out by licensed local consultants. In view of the converging and dependency nature of the assignments, synergy and coordination between the Consultants will be important to realize the outputs; therefore, local consulting firms (or consortium of firms) with multi-disciplinary expertise are encouraged to participate.

The Evaluation Criteria will be based on the technical proposal submitted in accordance with/ to the forms [Form 3, Form 4, Form 5, Form 6 and Form 7] provided in the Standard Request for EoI and the Consultants shall be evaluated on the following criteria:

S/N	Criteria	Points
1	Relevant experience of the firm(s) that best fit with a proposed assignment	20
2	Demonstrate an understanding of the objectives of assignment and terms of reference by providing the following: <ul style="list-style-type: none"> <li>iii. Technical Approach and Methodology of the Survey</li> <li>iv. Work Plan</li> </ul>	30

3	Key experts' qualifications and competence for the assignment* <ul style="list-style-type: none"> <li>- Project Lead (30 Points)</li> <li>- Researcher/Analyst (20 Points)</li> </ul>	50
	<b>Total</b>	<b>100</b>

\*The number of points to be assigned to each of the key expert positions shall be determined considering the following sub-criteria and relevant percentage weights:

- i. Educational qualifications (as explained below): 25%
- ii. Adequacy for the assignment (experience in the sector/similar assignments): 75%

Team Member	Minimum Qualification and Experience
Project Lead	<ul style="list-style-type: none"> <li>i. Minimum qualification Masters in management/finance/business (25%)</li> <li>ii. Document evidence demonstrating track record of relevant experience in leadership / management positions (35%): <ul style="list-style-type: none"> <li>- More than 10 years (100 points)</li> <li>- More than 8 years (50 points)</li> <li>- More than 5 years (25 points)</li> <li>- Up to 5 Years (10 Points)</li> </ul> </li> <li>iii. Evidence of past experiences demonstrating experience in leading surveys and related studies (20%)</li> <li>iv. Fluency in Dzongkha and English languages and other local dialects (10%)</li> <li>v. Good writing and communication skills – please submit a cover letter stating your interest and suitability of undertaking the consultancy service (10%)</li> </ul>
Researcher/ Analyst	<ul style="list-style-type: none"> <li>i. Minimum qualification of Master degree in social sciences/development studies/management (25%)</li> <li>ii. Demonstrated track record of conducting survey/ market research (40%) <ul style="list-style-type: none"> <li>✓ More than 5 years (100 points)</li> <li>✓ More than 4 years (50 points)</li> <li>✓ More than 3 years (25 points)</li> <li>✓ Up to 3 years (10 points)</li> </ul> </li> <li>iii. Significant prior experience in providing mentoring services in the field of expertise (15%);</li> <li>iv. Language fluency (Dzongkha &amp; English) and other local dialects (10%);</li> <li>v. Good writing, communication and analytical skills with document evidence (10%).</li> </ul>
Enumerators	The consultant will have to recruit and train an appropriate number of Enumerators for the successful conduct of the survey. The enumerators will have to be deputed in the field as scheduled to ensure timely completion of the study.

*Kindly provide substantial details substantiated by adequate documents to prove the above criteria.*

## **Duration of the Assignment**

The Consultant shall commence work within 7 calendar days of the effective date of the contract. The effective date shall be the date on which the Client shall sign the Consultancy agreement. The work will be carried out strictly within **three (3) months** from the effective date of the contract. The consultants should clearly express the willingness and ability to work within that period. The Consultant(s) will be required to prepare and submit a work plan, indicating deliverables.

## **Roles and Responsibilities**

PSDD will undertake the following responsibilities for the smooth execution of the assignment:

- Provide documents and data related to the project that are readily available;
- Ensure active participation of relevant stakeholders at all levels during the whole time of the assignment;
- Facilitate consultations with other key stakeholders;
- Provide necessary support to conduct workshops, training and other consultations; logistic support (accommodation and meals) for consultants will be arranged for absolute necessary off-site meetings or workshops that does not include payment for travel and other allowances.
- Facilitate prompt feedback on reports and approvals of documentation submitted by the Consultants;

The Consultants' responsibilities includes, but not limited to:

- Ensure active participation and engagement of PSDD and relevant stakeholders at all levels during the whole time of the assignment;
- Submission of periodic reports, consisting of progress vis-a-vis agreed work plan and including workshops related reports, focus group discussion reports, minutes, record of discussions, and other documentations that form part of the assignment.
- All deliverables, reports and artifacts produced by the Consultant(s) in this assignment shall be made available to PSDD in English in hard/ printed copy and in all suitable digital forms (such as pdf, doc).
- The consultants will be responsible to make necessary arrangements for travel and transportation for activities requiring off-site consultations.
- Consultant(s) must adhere to the official code of conduct of survey and non-disclosure agreement as deemed appropriate and necessary for assignment of this magnitude and relevance.

## **Logistics**

- The assignment requires regular interactions with PSDD, the stakeholders and the key agencies; therefore, it is essential that the selected Consultant(s) has its office/logistic in Thimphu with other required resources. The selected Consultant(s) should lead and provide overall guidance to consultancy service to PSDD.

- The official language for the assignment shall be English. All deliverables, reports and artifacts produced by the Consultant(s) in this assignment shall be made available to PSDD in English in hard/ printed copy and in all suitable digital forms (such as pdf, doc).
- All data, information, documents, software, material, and reports produced under this assignment, in any form whatsoever, will be the sole property of PSDD and the Consultant(s) shall not use, replicate, and reproduce the same in any manner without the written consent of PSDD.

**Any other information**

- All the EoI documents must be completed, signed and submitted in compliance with the requirements. Failure to meet any of the requirements will result in disqualifying the bid.
- Any clarification of the EoI document shall be sought through written communication at least five days before the submission of EoI and no inquiry via phone call or walk-in shall be entertained.
- The employer reserves the right to validate the references and documentary evidence submitted as a part of the bid.