

RAVI URBAN DEVELOPMENT AUTHORITY

EXPRESSION OF INTEREST (EOI)

FOR

HIRING OF CONSULTANT FIRM FOR STRATEGIC HIGH-VALUE

PROJECTS – RUDA

Reference No. RUDA-CEORDA-26-7257



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RAVI URBAN DEVELOPMENT AUTHORITY
GOVT OF THE PUNJAB



EXPRESSION OF INTEREST (EOI)
HIRING OF CONSULTANT FIRM FOR STRATEGIC HIGH-VALUE
PROJECTS - RUDA

The **Ravi Urban Development Authority (RUDA)** invites **Expressions of Interest (EOI)** from reputable and experienced firms. The Consultancy Firm shall develop and implement a comprehensive communication framework for the Authority's high-value investment and commercialization projects, particularly the Commercial Riverfront Inventory, in accordance with international standards and best practices. The detailed scope of services is provided in the EOI document.

The EOI document may be obtained from the Procurement Department, RUDA, located at 151 Abu Bakar Block, Garden Town, Lahore, upon submission of a non-refundable pay order/CDR of **PKR 10,000/-** in favor of RUDA, issued by any scheduled bank of Pakistan and valid for 90 days. Documents may be collected during office hours on working days. The tender notice and document are also available on RUDA's website <http://www.ruda.gov.pk/tenders> however, submissions must be accompanied by the prescribed pay order.

Sealed proposals, prepared in accordance with the EOI document, must be submitted on or before **24 July 2026** by **11:00 AM**. Proposals will be opened on the same day at **11:30 AM** in the presence of applicants or their authorized representatives.

Incomplete or altered submissions shall be rejected. RUDA shall not be responsible for any costs incurred in the preparation or submission of proposals. In case the submission date falls on a public holiday, the next working day shall apply.

For further information or clarifications, please contact the person named below.

IPL-7026-LRK

PROCUREMENT DEPARTMENT
RAVI URBAN DEVELOPMENT AUTHORITY
151, ABU BAKAR BLOCK, GARDEN TOWN, LAHORE
TEL: +92-42-99333531-6
EMAIL: rja.imran@ruda.gov.pk



1. INVITATION FOR EXPRESSION OF INTEREST (EOI)

1.1. INTRODUCTION

The **Ravi Riverfront Urban Development Project (RRUDP)** is a landmark, government-approved mega initiative in the Lahore District of Punjab, Pakistan. Strategically located along the Ravi River in a northeast-to-southwest alignment, the project envisions the development of a modern, master-planned city spanning 46Km on the river Ravi in the city of Lahore.

At its core, RRUDP seeks not only to establish one of the world's largest riverfront urban developments but also **to revitalize the Ravi River into a perennial freshwater body**, ensuring ecological sustainability and long-term environmental resilience. Upon completion, RRUDP is expected to stand as the **largest riverfront development globally**, setting new benchmarks in urban planning, infrastructure, and sustainable growth.

This transformative project represents a unique blend of **urban regeneration, environmental restoration, and socio-economic advancement**, positioning Lahore as a hub of innovation and modern living.

1.2. BACKGROUND:

The **Ravi Urban Development Authority (RUDA)** is planning to launch its flagship Premium Commercial Riverfront Inventory, a high-value commercial development expected to attract both domestic and international investors. As a landmark investment opportunity, the project requires a communication framework that reflects the Authority's vision, credibility, governance, and commitment to international standards.

1.3. SCOPE OF SERVICES:

Without prejudice to the generality of foregoing, the specific tasks and activities include, but are not limited to, the following:

- a. The Consultancy Firm shall develop and implement a comprehensive communication framework for the Authority's high-value investment and commercialization projects, particularly the **Commercial Riverfront Inventory**, in accordance with international standards and best practices.



The Consultancy Firm shall perform, the following functions:

1. Strategic Communication

- Develop and execution of a comprehensive communication strategy and implementation plan for high-value investment projects.
- Develop project positioning, investment narratives, key messaging, and communication guidelines for domestic and international audiences.
- Establish a standardized communication framework to ensure consistency across all communication platforms.

2. Investor Communication & Marketing Material

- Develop, design, and refine all investor-facing communication materials, including investment memorandums, project profiles, brochures, investor presentations, pitch decks, corporate videos, website content, digital marketing content, exhibition material, and other promotional collateral.
- Prepare communication material for investor meetings, roadshows, investment conferences, exhibitions, and international marketing campaigns.

3. 3D Visualization & Digital Content

- Develop the communication concept, storyboard, and presentation standards for project 3D renders, architectural visualizations, animations, and other immersive digital content.
- Coordinate with visualization teams to ensure all visual content effectively communicates the project's vision, design quality, and investment potential in accordance with international standards.

4. Stakeholder Communication

- Develop stakeholder engagement and communication plans for investors, development partners, government agencies, media, and other key stakeholders.
- Prepare communication material for official events, project launches, exhibitions, and investment promotion activities.

5. Benchmarking & Capacity Building

- Benchmark communication practices of internationally recognized investment and waterfront developments and incorporate relevant best practices into the Authority's communication framework.
- Conduct knowledge transfer sessions for the Marketing Directorate to support implementation of the developed communication framework.



Key Deliverables

The Consultant shall, at a minimum, provide the following deliverables:

- Strategic Communication Plan.
- Corporate and Project Branding Framework.
- Investment Communication Strategy and Messaging Framework.
- Investor presentations, project profiles, brochures, pitch decks, and marketing collateral.
- Communication concepts and quality standards for 3D renders, architectural visualizations, animations, and virtual walkthroughs.
- Corporate videos, digital content, media kits and press material.
- Stakeholder Communication Plan.
- Monthly Progress Reports.
- Final Report, including all communication assets, templates, guidelines, and recommendations for future implementation.

Duration of Assignment

The assignment shall initially be for a period of **twelve (12) months**, extendable subject to satisfactory performance and approval of the Competent Authority.

Reporting

The Consultant shall work under the administrative supervision of the Director Marketing and in coordination with all concerned Directorates for timely execution of the assignment.

Performance Indicators

The Performance shall be evaluated based on:

- Timely delivery of agreed outputs.
- Quality and completeness of communication deliverables.
- Compliance with international communication and branding standards.
- Quality of investor communication materials and 3D presentation content.
- Effectiveness of communication developed for investment promotion and commercialization initiatives.



2. INSTRUCTIONS TO APPLICANTS:

This section outlines the procedures to be observed by all applicants and interested bidders in the preparation and submission of their Expression of Interest (EOI). It provides detailed guidance on the format, content, and submission requirements to ensure uniformity and compliance.

This section specifies the process for the opening and evaluation of AFPs, including the criteria and methodology to be applied in assessing the eligibility, qualifications, and responsiveness of applicants. The objective is to ensure a transparent, fair, and competitive selection process that identifies suitably qualified firms for engagement. In connection with the EOI/Advertisement, the Procuring Agency hereby issues this Prequalification Document to applicants who are interested in bidding for the tasks described herein.

General Provisions:

- 2.1. RUDA is conducting this process in accordance with **RUDA Procurement Regulations 2022 (amended)**.
- 2.2. Interested applicants must submit complete information, supported by relevant documentation, demonstrating their qualifications to perform the required services, using the prescribed forms annexed to this EOI.
- 2.3. All applications must clearly state the **name and mailing address** of the applicant on the sealed envelope.

Language of Application:

- 2.4. Applications, correspondence, and supporting documents must be submitted in **English**.
- 2.5. Documents in other languages must be accompanied by a certified English translation, which shall prevail for interpretation.
- 2.6. Non-compliance with this requirement may result in disqualification.

Completeness of Information:

- 2.7. Applicants must respond to all questions and provide complete information as required.
- 2.8. Failure to furnish essential information or supporting evidence may lead to disqualification.



Eligibility:

- 2.9. EOI is open to **firms incorporated under the laws of Pakistan** with a registered office in Lahore.
- 2.10. Applicants must meet the **Criteria** outlined in Section 3. Only prequalified firms will be invited to submit a Request for Proposal (RFP).
- 2.11. Subcontracting and joint ventures are **not permitted**. Subcontractor experience will not be considered in evaluating compliance.

Affidavit Requirement:

- 2.12. Applicants must submit an original affidavit on non-judicial stamp paper (Rs. 100) declaring that the firm:
 - a) Is not subject to bankruptcy or liquidation proceedings.
 - b) Has never been declared ineligible or blacklisted by any government, semi-government, or procuring agency.
 - c) Is not misrepresenting or concealing material facts.
 - d) Has not been convicted of fraud, corruption, collusion, or money laundering.
 - e) Has no undisclosed or potential conflicts of interest.
 - f) Does not fall under any circumstances of ineligibility or disqualification.

Clarifications and Updates:

- 2.13. The Procuring Agency may request clarifications or additional information at any stage. Failure to respond within the specified timeframe may result in evaluation based on available information.
- 2.14. Applicants may be required to update their EOI information to confirm continued compliance at the time of bidding.

Application Preparation and Submission

- 2.15. Applications must be prepared using the standard forms annexed to this document, without alteration.
- 2.16. **One original hard copy** must be submitted, clearly marked "ORIGINAL," enclosed in a sealed envelope bearing:
 - Applicant's name and address
 - Procuring Agency's address
 - Specific identification (Procurement Number) of the process
- 2.17. Improperly sealed or marked envelopes will not be the responsibility of RUDA.
- 2.18. Applications received after the deadline shall be rejected.

Opening and Evaluation

- 2.19. Applications will be opened in the presence of authorized applicant representatives



holding valid authorization letter.

- 2.20. Non-responsive applications may be rejected.
- 2.21. RUDA reserves the right to waive minor deviations, provided they do not materially affect the applicant's capability.

Rights of the Procuring Agency

- 2.22. The Procuring Agency may annul the EOI process or reject all applications at any time, in line with RUDA Procurement Regulations, without incurring liability.
- 2.23. Submitted applications and supporting materials will not be returned.
- 2.24. RUDA reserves the right to seek clarifications, additional information, or evidence of continued eligibility.

Submission Deadline

- 2.25. Applications must be delivered in sealed envelope to RUDA's designated address no later than 11:00 AM on **24 July 2026**.
- 2.26. Applications will be opened on the same date at 11:30 AM in the presence of committee members and authorized representatives.
- 2.27. Applications must be clearly marked: **"Expression of Interest for Hiring of Consultant Firm for Strategic High-Value Projects – RUDA"**.

Document Access

- A "not for bidding" version of the EOI document may be downloaded from the RUDA website.
- For submission purposes, applicants must purchase the **EOI document** against a non-refundable fee of **Rs. 10,000/-** from the office of Procurement Department RUDA, during office hours before the submission deadline.

3. EVALUATION CRITERIA (SECTION 3)

Mandatory Criteria:

1. Valid Registration as a Legal Entity with relevant Competent Authority (copy of the same to be submitted).
2. Valid NTN, GST and PST/PRA Registration (copy of same to be submitted)
3. Minimum Five (05) years of experience. (to be calculated from the date of registration of firm from the relevant body).
4. Single Undertaking (on Rs 100 e-stamp paper) covering following aspect:
 - a. that the firm neither blacklisted by any of Provincial or Federal Government Department, anywhere in Pakistan nor has gone in the court against such order.



Note: Firm / Company not fulfilling the mandatory criteria will be characterized as non-responsive and will not participate in the further evaluation process.

Basic Capability Criteria (Scoring)

Sr. No.	Evaluation Criteria	Evaluation Parameters	Maximum Marks
1	Relevant Firm Experience (Incorporation of firms from relevant authority in number of years) (Attach Evidence)	• 12 Years & above = 30 Marks • 08 - 12 Years = 24 Marks • 05 - 08 Years = 12 Marks • Minimum 05 Years = 06 Marks	30
2	Experience of Assignments for last 05 years 1. Attach relevant Purchase Orders or Contracts as evidence 2. Submit a corresponding Creative Portfolio for each Purchase Order or Contract provided.	• 08 or more completed assignments – 40 marks • 05–to 7 completed assignments – 30 marks • 03 to 04 completed assignments – 20 marks • 01 to 02 completed assignments – 10 marks	40
3	Key Professional Team (Attach updated and relevant CVs of active employees)	• 05 to 10 Employees = 10 Marks • 10 to 15 Employees = 20 Marks	20
4	Office Location	Lahore Based Office	10
Total			100

The firms scoring the minimum **65% marks** in the Evaluation Criteria will be pre-qualified.



Letter of Application

[Letterhead paper of the Applicant,
including full postal address,
telephone no., fax no. and e-mail
address]

Date: _____

To: Executive Director, Procurement
RUDA

Dear Sir,

1. Being duly authorized to represent and act on behalf of (hereinafter “the Applicant”) and having reviewed and fully understood all the information provided, the undersigned hereby applies to be prequalified as an Applicant for the following contract(s) under the Expression of Interest for Hiring of Consultant Firm for Strategic High-Value Projects – RUDA.
2. RUDA 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. RUDA or its authorized representatives may contact the following persons for further information, if needed.

General, Financial and Managerial Inquiries

Expression of Interest (EOI)
Hiring of Consultant Firm for Strategic High-Value Projects - RUDA



Contact 1	Telephone 1
Contact 2	Telephone 2

4. This Application is made with the full understanding that:
- (a) Applications by Applicants will be subject to verification of all information submitted at the time of bidding.
 - (b) RUDA reserves the right to cancel the process, and reject all applications; and
 - (c) RUDA 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 at 4(b) hereabove.
5. The undersigned declare that the statements made, and the information provided in the duly completed application are complete, true, and correct in every detail.

Sign
For and on behalf of (name of Applicant)



Application Form A-1

General Information

[Applicant applying for EOI's are required to complete the information in this form]

Name of Firm	
Head Office Address	
Legal status of firm:	
Firm registration number:	
Year of incorporation:	
National Tax Number (NTN), and Punjab Revenue Authority Number, if applicable (PRA):	
Telephone	Contact Person: Name: Title:
Fax	Telex



Application Form A-2

AFFIDAVIT OF CORRECTNESS OF INFORMATION

The Applicant/Partner shall attach original affidavit on non-judicial stamp paper (with a value of Rs. 100) and declaring on oath, as follows:

We do hereby declare and undertake that all the information, warranties, statements, and representations provided within this application are true and correct; and we also understand that in case any of the aforesaid are found to be false then we are liable to be disqualified, without prejudice to any other rights and actions the Procuring Agency may exercise under the applicable laws.

For & on Behalf of the Applicant

(Authorized nominated person)

Name:

Designation:

Date:

Witness # 1:

Signature:
Signed By:
Designation:
Date:

Witness # 2:

Signature:
Signed By:
Designation:
Date:



Application Form A-3

Template for Affidavit for Non-Blacklisting

The Applicant/Partner shall attach original affidavit on non-judicial stamp paper (with a value of Rs. 100) and declaring on oath that the Applicant:

- a. is not in bankruptcy or liquidation proceedings.
- b. has never been declared ineligible/blacklisted by Government / Semi- Government / Agency or Authority or any Procuring Agency till date due to the any reasons
- c. is not making any misrepresentations or concealing any material fact and detail.
- d. has not been convicted of, fraud, corruption, collusion or money laundering.
- e. is not aware of any undisclosed 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; and
- f. does not fall within any of the circumstances for ineligibility or disqualifications.

(Authorized nominated person)

Witnessing Form:

Witness # 1:

Signature: _____
Signed by: _____
Designation: _____
Date: _____
Seal: _____

Witness # 2:

Signature: _____
Signed by: _____
Designation: _____
Date: _____
Seal: _____



APPLICATION FORM A-4

TEMPLATE FOR POWER OF ATTORNEY (FOR SIGNATORY OF APPLICATION)

[TO BE PRINTED ON A PKR 100 STAMP PAPER]

KNOW ALL MEN BY THESE PRESENTS THAT by this Power of Attorney (“**Power of Attorney**”),

M/s [■] (Insert firm name) having its registered office at [■], do hereby nominate, appoint and authorize Mr. [■], having CNIC No. [■] (hereinafter referred to as the “Signatory of Application”), to do in our name and/or on our behalf the following:

- i. Sign and submit to the Procuring Agency or its authorized nominee, the EOI for Hiring of Consultant Firm for Strategic High-Value Projects - RUDA, in response to the EOI advertisement dated [■] issued by The Procuring Agency (RUDA) and all other documents and instruments required to submit the EOI.
- ii. Execute all such contracts, deeds, documents and instruments as may be considered necessary and expedient in relation to the foregoing; and
- iii. Do and carry out all other actions as may be required by the Procuring Agency in connection with the EOI/Tender/Bidding process/negotiations as a whole;
- iv. To immediately notify The Procuring Agency in writing of any impending or actual revocation as well as any change in the terms of this Power of Attorney.
- v. To do in our name and on our behalf, all such acts, deeds and things necessary in connection with or incidental to our EOI in response to the above referred tenders including signing and submission of all documents, instruments and deeds (including correcting any deficiencies or mistakes therein), attending any meetings organized by the Procuring Agency (including pre-application conference meetings and application opening meetings) and providing information/responses to the Procuring Agency in all matters in connection with our application.

We, [■] (Insert name of Firm/Consortium), do hereby ratify and confirm whatsoever the Signatory of Application shall do by virtue of these presents and further agree that whatever the Signatory of Application shall do or cause to be done pursuant to this Power of Attorney shall be binding on us.



Furthermore, each provision of this Power of Attorney is severable and distinct from the others. The invalidity, illegality or unenforceability of any one or more provisions of this Power of Attorney at any time shall not in any way affect or impair the validity, legality and enforceability of the remaining provisions hereof.

IN WITNESS WHEREOF, we have executed this POWER OF ATTORNEY on this [■] Day
of [Month] 2026.

FOR: [INSERT NAME OF APPLICANT FIRM]

Signature: _____

Name: _____

Title: _____

CNIC/Passport No.: _____