

**Request for Proposals (RFP) for Hiring of Creative
Consultant**

CAPITAL DEVELOPMENT AUTHORITY (CDA)

GOVERNMENT OF PAKISTAN

Sector G-7/4, Khayaban e Suharwardy, Islamabad, Pakistan

Table of Contents

1. INVITATION FOR PROPOSAL.....	3
2. INSTRUCTIONS TO APPLICANTS	3
3. TERMS OF REFERENCE	5
4. ELIVERABLES	6
5. EVALUATION CRITERIA	6
6. TECHNICAL AND FINANCIAL EVALUATION PARAMETERS	6
7. TERMS & CONDITIONS	8
8. APPLICATION FOR APPOINTMENT AS CREATIVE CONSULTANT (ANNEXURE-A)	14

1. INVITATION FOR PROPOSAL

The Capital Development Authority (CDA) was established under the Capital Development Authority Ordinance, 1960, for the planning, development, and maintenance of Islamabad as the capital city of Pakistan. CDA is responsible for urban planning, infrastructure development, environmental protection, and enhancing the quality of life in Islamabad, aligning with global best practices to create a sustainable and vibrant urban environment. CDA provides comprehensive services including master planning, zoning, construction oversight, parks and green spaces management, and tourism promotion.

The Authority intends to hire an exceptional and nationally recognized Individual Creative Consultant to act as City Curator for reimagining Islamabad as Pakistan's leading Vibrant Cultural and Tourism Capital, while preserving its identity as a garden city. This opportunity is advertised for interested individual consultants.

Interested parties are invited to submit their proposals after obtaining and understanding the relevant information for assignment purposes.

2. INSTRUCTIONS TO APPLICANTS

Submission and Opening of Proposals:

All proposals must be delivered to the office of the Director (Parks) on or before 27 February 2026 at 11:30 Hours (PST). If the day of submission/opening of the bids is declared as a holiday, the bids will be opened on the next working day at the same time. The Authority will use “Quality and Cost Based Selection method” under “single stage two envelope method” for selection of the Creative Consultant under Public Procurement Regulatory Authority (PPRA) Rules (www.ppra.org.pk). Technical proposals will be publicly opened on 27 February 2026. Proposals received after the due time will not be accepted and returned to the bidders unopened. For opening of financial proposals, the date, time and venue will be communicated separately.

The proposals are to be prepared in English. The applicants must provide complete information along with supporting documents. Any lapse to provide essential information shall render the applicant non-responsive.

The technical and financial proposals are to be submitted in two separate and sealed envelopes, clearly marked as such, either by hand or courier, in one sealed outer envelope clearly marked “Proposal for Hiring of Creative Consultant” to the following address:

Director (Parks)
Capital Development Authority (CDA)
Mehran Gate, Gate #1, F-9 Park, Islamabad, Pakistan
(051)-9252614

Queries and Clarification of Bid:

Queries of the applicants for seeking clarifications must be received in writing or through e-mail to CDA within 10 days of publication of advertisement for procurement.

Contact details for all correspondence in relation to this proposal are as follows:

Director (Parks)
Capital Development Authority (CDA)
Mehran Gate, Gate #1, F-9 Park, Islamabad, Pakistan
Ph: (051)-9252614

Applicants are also required to state in their proposals the name, title, phone numbers, fax numbers and e-mail of their authorized representative through whom all communications shall be directed until the procurement process has been completed or terminated.

CDA may reject all proposals at any time prior to the acceptance of a proposal under Rule 35 of the PPRA Rules.

Disclaimer:

The RFP for hiring of Creative Consultant contains brief information about the services required and provides the applicants information to assist in the formulation of their proposals.

While all efforts have been made to ensure the accuracy of information contained in this document, it may not contain all the information required by the applicants. The applicants should conduct their own independent assessment, investigations and analysis and may prepare their proposals in the light of relevant experience and best practices. CDA, or any of its employees or advisors/consultants, shall incur no liability under any law, statute, rules or regulations as to the accuracy or completeness of this document.

CDA reserves the right to change any or all conditions/information set in this document by way of amendment, revision, deletion, updating or annulment through issuance of appropriate corrigendum as CDA may deem fit in accordance with PPRA Rules.

CDA shall not be responsible for any costs or expenses incurred by interested individuals in connection with the preparation or delivery of the proposals.

3. TERMS OF REFERENCE

The duration of the contract is for a period of two years which is extendable with mutual consent of both parties. The Authority reserves the right to review the contract at the end of the term and may choose to extend it for a further period.

This assignment goes beyond conventional beautification. The Creative Consultant will act as City Curator, responsible for shaping Islamabad's public realm into an integrated system of art, culture, sports, cuisine, leisure, heritage, ecology, and urban experiences, aligned with global best practices and Pakistan's cultural depth.

CDA seeks to partner with a renowned Creative Consultant to provide specialized services in developing a citywide tourism vision, conceptualizing signature public projects, enhancing public spaces, landscapes, green corridors, civic plazas, cultural trails, sports and wellness zones, culinary districts, and experience-driven destinations. The services shall vary from project to project basis.

For all projects referred by CDA to the Creative Consultant, the Consultant shall conduct a preliminary meeting with CDA and other stakeholders to get an overview of the project and discuss milestones and timelines for the services in accordance with the scope defined below. If any additional (similar) service is regarded as imperative either by CDA or by the selected Consultant, the same shall be offered and clearly defined in the proposal as agreed mutually.

- Development of a comprehensive citywide tourism vision and master plan, integrating cultural, ecological, and urban elements to position Islamabad as a premier destination.
- Conceptualization and design of signature public projects, including art installations, cultural hubs, and leisure zones, preserving the garden city identity.
- Enhancement of public spaces, landscapes, green corridors, civic plazas, cultural trails, sports and wellness zones, and culinary districts.
- Preparation of design guidelines, standards, and best practices for urban regeneration and place-making.
- Conducting baseline surveys, stakeholder consultations, and impact assessments to align projects with community needs and global standards.
- Providing solutions for urban restructuring, including budgeting, forecasting, and resource management for cultural and tourism initiatives.
- Monitoring and evaluation of ongoing and completed projects against set objectives, including detailed reviews for sustainability and vibrancy.
- Analysis of energy-efficient and eco-friendly designs to ensure environmentally sustainable projects.
- Conducting impact analysis, including cost-benefit assessments pre- and post-completion, and capacity building recommendations for long-term cultural and tourism goals.

4. DELIVERABLES

Deliverables of the Creative Consultant will be determined in accordance with the terms of reference defined in Section-3 of the RFP document. These would include:

Deliverables: Report covering analysis, concepts, designs, guidelines, cost estimates, phasing strategies, implementation support, and conclusions thereof in respect of each of the above processes defined in Terms of Reference (TORs).

The individual consultant shall be provided with a team of professionals required for the above deliverables.

5. EVALUATION CRITERIA

The Authority will use “Quality and Cost Based Selection method” under “single stage two envelope method” for selection of the Creative Consultant under PPRA Rules.

Details of the evaluation criteria for technical and financial evaluation are provided in Section-6. Scores will be allocated based on evidence available in the proposal only. The assignment will be awarded to the individual with the highest total score based on the following weight ratios:

- 80% for technical score
- 20% for financial score

Note: *Individuals scoring less than 80% in technical evaluation will be considered non-responsive and financial proposals will be returned un-opened.*

6. TECHNICAL AND FINANCIAL EVALUATION PARAMETERS

i) Initial Screening:

The following documents/certificates are pre-requisite for eligibility and shall be used for initial screening. The applicant Creative Consultant will go in the next stage if it fulfills all the requirements of initial screening which are as under:

- i. Profile of the Individual.

- ii. Registration with relevant professional bodies or proof of independent practice.
- iii. Declaration on stamp paper that the individual has never been blacklisted by any Government department/authority/agency/company.
- iv. Taxpayer registration certificate.
- v. Affidavit from the individual, to the effect, that all the documents, statements and information provided with the proposal are complete, true and correct in all aspects.
- vi. Portfolio or CV highlighting last twenty (20) years of work.

Note 1: *Verifiable documentary proof of all above requirements is mandatory; non-compliance will lead to disqualification.*

Note 2: *Registration with relevant professional bodies or proof of independent practice is not applicable in case of retired Government servants.*

ii) Technical Evaluation:

The individuals cleared from initial screening will be evaluated as per following criteria:

1. Number of years of experience

Total marks: 20

Years of Experience	Marks
At least 20 years	20
15–19 years	14
10–14 years	7

2. Global experience in urban regeneration and cultural projects

Total marks: 20

Years of Experience	Marks
At least 10 years	20
6–9 years	14
3–5 years	7

3. Experience in creative direction, place-making, and tourism development

Total marks: 20

No. of Projects	Marks
At least 10 different projects in last 5 years	20
5–7 projects	14
3–4 projects	7

4. Sector-specific experience in Culture, Tourism, Ecology, and Urban Design

Total marks: 20

No. of Projects (Category-wise)	Marks
Culture	5
Tourism	5
Ecology / Environment	5
Urban Design	5

5. Surveys, monitoring, and evaluation of urban/cultural projects

Total marks: 20

No. of Projects	Marks
At least 5 different projects in last 5 years	20
3–4 projects	14
1–2 projects	7

The financial proposal of only those Creative Consultants will be opened which secure a minimum score of 80% in the technical evaluation.

iii) Financial Evaluation:

The fee for providing creative consultancy services must be inclusive of all taxes applicable in Pakistan. Financial quotes shall not include out of pocket expenses incurred by the consultant on behalf of CDA which shall be reimbursed as per the actual. Such expenses shall be agreed prior to award of each assignment. Out of pocket expenses shall not exceed 10% of total cost of the assignment.

The consultant should quote his fee representing monthly retainership.

The formula for determining the financial score is the following:

$$S_f = 100 \times F_m / F$$

Where, S_f is the financial score; F_m is the lowest price and F the price of the proposal under consideration.

The weights given to the technical (T) and financial proposals (F) are:

$$T = 0.80 \text{ and } F = 0.20$$

The Creative Consultant getting maximum marks on 80-20 weightage (80% for technical and 20% for financial) will be selected.

7. TERMS AND CONDITIONS

The Creative Consultant is expected to examine the RFP thoroughly, including all terms and conditions. The Creative Consultant shall bear all costs / expenses associated with the preparation and submission of the proposal and CDA shall in no case be responsible / liable for those costs / expenses. The prospective Creative Consultant may solicit clarification as mentioned in the RFP in writing.

Creative Consultancy Fee

The fee for providing creative consultancy must be inclusive of all costs and taxes applicable in Pakistan. Creative Consultants are requested to submit their best prices with their proposals.

Quality Assurance

The Creative Consultant shall ensure that all services conform to the industry practices.

Eligibility

An individual declared ineligible by the government shall be ineligible to be awarded a government contract during such period as the government shall determine.

Monitoring Progress of Assignments

On completion of creative consultancy service, the Creative Consultant shall submit a mutually agreed deliverable to CDA.

Provision of Staff

CDA will provide the requisite staff with mutual consultation for execution of the deliverables of the specific project.

Independence and Objectivity of Staff

In carrying out the work, the Creative Consultant must ensure that their personnel maintain their objectivity. The Creative Consultant shall have: (i) no executive or managerial powers, functions or duties except those relating to the provision of services; (ii) not be involved in the day-to-day operations of CDA.

Validity of Proposal

The proposal validity period shall be two (2) months from the last date for submission of the same.

Invoicing and Payments

CDA will pay invoices within ten (10) days from the submission of monthly retainer ship invoice. Payment will be made through cross-cheque after deduction of all applicable taxes.

Dispute Resolution

In case of any difference or dispute arising between the parties relating to this proposal or contract, same shall be referred for resolution to the Chairman of CDA or his duly authorized nominee whose decision shall be final and binding on both the parties and shall not be challenged in any court of law.

Fraud & Corruption

Individuals participating in this assignment must adhere to the highest ethical standards, both during the selection process and throughout the execution of the Contract. The individuals directly or indirectly must not be involved in or have committed corrupt, fraudulent, collusive, coercive or obstructive practices:

For the purpose of this paragraph, the relevant terms are terms set forth below:

- (i) “corrupt practice” means the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence the action of a public official in the selection process or in execution of a contract;
- (ii) “fraudulent practice” means a misrepresentation or omission of facts in order to influence a selection process or the execution of a contract;
- (iii) “collusive practices” means a scheme or arrangement between two or more individuals with or without the knowledge of the Employer, designed to establish prices at artificial, noncompetitive levels;
- (iv) “Coercive practices” means harming or threatening to harm, directly or indirectly, persons or their property to influence their participation in a procurement process, or affect the execution of a contract.
- (v) “Obstructive practice” (aa) deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Government investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or bb. acts intended to materially impede the exercise of the Government’s inspection and audit rights provided for under sub-clause below.

- a) CDA will reject a Proposal for award if it find that the selected individual recommended for the services, directly or through a third party, engaged in corrupt, fraudulent, collusive or coercive practices in competing for the Contract;
- b) CDA will blacklist an individual, including declaring ineligible, either indefinitely or for a stated period of time, to be awarded a Government contract if at any time it finds that the Consultant has, directly or through a third party, engaged in corrupt, fraudulent, collusive or coercive practices in competing for, or in executing, a Government contract;

Individual shall be aware of the provisions on fraud and corruption as stated above. Individual shall furnish information on commissions and gratuities, if any, paid or to be paid by the individual or any of if affiliates/ employees, agents, sub-

consultant to any third party relating to this Assignment and also during execution of the same if the individual is awarded the Contract.

Conflict of Interest

CDA requires that individual provide professional, objective, and impartial advice and at all times hold the CDA's interest paramount, and to strictly avoid conflicts with other assignments or their own business/commercial interests. In case of any potential conflicts client shall inform CDA before award of project and final decision to accept such project lie with CDA.

Without limitation to the generality of the foregoing, Individual and any of their partners, directors, affiliates/employees, associates, agents, sub-consultant shall be considered to have a conflict of interest and shall not be selected, under any of the circumstances set forth below:

a) Conflicting activities:

(i) The affiliates/employees, associates, agents, sub-consultant of an individual that has been engaged by the CDA to provide goods, works or services other than consulting services for a project, shall be disqualified from providing consulting services related to those goods, works or services. Conversely, when a Consultant is hired to provide consulting services for the preparation or implementation of a project, its affiliates, shall be disqualified from subsequently providing goods or works or services other than consulting services resulting from or directly related to the Consultant's said services.

b) Conflicting assignments

(i) A Consultant or any of its affiliates/ employees, associates, agents, sub-consultants shall not be hired for any assignment that, by its nature, may be in conflict with another assignment of the Individual to be executed for the CDA or for another Client.

c) Conflicting relationships:

An Individual which has family relationship with a member of the Employer's staff who is directly or indirectly involved in any part of

(i) the preparation of the Terms of Reference of the assignment, (ii) the selection process for such assignment, or

(ii) supervision of the contract, may not be awarded a contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the Employer throughout the selection process and the execution of the contract.

Individual have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of the CDA, or that may reasonably be perceived as having this effect. Failure to disclose situations may lead to disqualification of the Individual or the termination of the Contract.

No agency or current employees of the CDA shall work as consultant under their own departments or agencies. Recruiting former government employees of the Employer to work for their former ministries, departments or agencies is acceptable provided no conflict of interest exists. When the Individual nominates any government employee as personnel in its technical proposal, such Personnel must have written certification from their government department or employer confirming that they are on leave without pay from their official position and allowed to work full-time outside of their previous official position. Such certification shall be provided to the CDA by the Individual as part of its technical proposal.

Confidentiality

Information relating to the examination, clarification, evaluation and recommendation for the applicant shall not be disclosed to any person who is not officially concerned with the process or is not an advisor in relation to, or matters arising out of, or concerning this process. CDA will treat all information, submitted as part of the proposal, in confidence and will require all those who have access to such material to treat the same in confidence.

Furthermore, the Creative Consultant shall be bound to maintain the highest level of professional conduct. All CDA information provided to the Creative Consultant shall be confidential and the Creative Consultant shall not use the information provided for any personal gain or disclosing the information to external parties' due to any reason.

Annexure A - Application for Hiring as Creative Consultant

(Letter head paper of the Applicant including full postal address telephone no. and fax no.)

Date: _____

To:

Director (Parks)

Capital Development Authority (CDA)

Mehran Gate, Gate #1, F-9 Park, Islamabad, Pakistan

Dear Sir,

Being duly authorized to represent and act on behalf of _____ (hereinafter referred to as “the Applicant”), and having reviewed and fully understood all of the information provided in this RFP for hiring of Creative Consultant, the undersigned hereby expresses its interest in and applies to be hired by your organization for providing creative consultancy services to Capital Development Authority (CDA).

2. Attached to this proposal/bid are copies of original documents as identified in the respective sections of RFP.

3. The client and 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. The 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 as deemed necessary and requested by the client or its authorized representative in order to verify statements and information provided in this application, or with regard to the resources, experience, and competence of the individual.

4. The undersigned declares that the statements made and the information provided in the proposal are complete, true and correct in all aspects.

Signed:

Name:

For and on behalf of

(Individual's name)