

**MINUTES OF PRE-BID MEETING FOR "OUTSOURCING OF SOLID WASTE  
MANAGEMENT SERVICES (ALONG WITH AVAILABLE RESOURCES) FOR THREE  
DISTRICTS OF BAHAWALPUR DIVISION"**

**Waste Management Companies' Participants:**

1. Mr. Zeeshan Rafique	Minister LG &CD, Punjab (Chairperson)
2. Mr. Shakeel Ahmad Mian	Secretary LG &CD
3. Mr. Baber Sahib Din	The Chief Executive Officer
4. Mr. Fahad Mehmood	Deputy CEO (Services)
5. Mr. M. Aurangzeb	(Dy. CEO Operations)
6. Mr. Ashhab Malik	General Manager P&C
7. Mr. M. Talal Chand	Chief Financial Officer
8. Mr. Rashid Zahoor	General Manager Operations
9. Mr. Zulqarnain Haider	General Manager (HR & Admin.)
10. Mr. Muhammad Saad	General Manager P&P (A)
11. Mr. Arif Khalil	Senior Manager Workshop
12. Mr. Naveed Ahmad	Senior Manager Finance
13. Mr. Shoaib Dar	Senior Manager M&E
14. Mr. M. Aftab	Project Engineer
15. Mr. Mohsin Saboor	Manager Operations
16. Mr. Hassan Khalid	Manager Monitoring
17. Mr. Hassan Rana	Manager Procurement
18. Mr. M. Shamshad	Manager Procurement
19. Mr. M. Abdullah	Deputy Manager Contracts
20. Mr. M Awais Zafar	AM Procurement
21. Mr. Arslan Hameed	AM Projects
22. Mr. Nasir	Manager MIS/Admin
23. Mr. Rauf Ahmad	CEO, FWMC
24. Mr. M. Ahsan Nadeem	CFO, FWMC
25. Mr. Muhammad Aadil	Manager P&C, DWMC
26. Mr. M. Omer Masood	Assistant Manager (P), RWMC
27. Mr. Muhammad Bilal	Manager Operations, RWMC
28. Mr. Muhammad Aamir Mushtaq	SM Operations, GWMC
29. Mr. Asif Shabbir	Manager P&C, MWMC
30. Mr. Muhammad Farooq	AM Procurement, GWMC
31. Mr. M. Waqas Saleem	Manager Finance, GWMC
32. Mr. Ahmad	RWMC (On Zoom)
33. CEO	BWMC (On Zoom)
34. CEO	MWMC (On Zoom)
35. CEO	GWMC (On Zoom)
36. CEO	SWMC (On Zoom)

**Bidders Participants:**

1. Mr. Amir Khatak	M/s Amjad Ali JV M/s AKB JV M/s NKB
2. Mr. Usman	M/s Webog Global
3. Mr. Shahzad Al	M/s SA Enterprises JV M/s Babar & Umar JV M/s Sarmik
4. Mr. Zafar Khan	M/s SA Enterprises JV M/s Babar & Umar JV M/s Sarmik
5. Mr. Afsar Khan	M/s Amjad Ali JV M/s AKB JV M/s NKB
6. Mr. Murad Rana	M/s Daewoo JV M/s Waste Busters JV M/s GHS
7. Mr. Waqas	M/s Daewoo JV M/s Waste Busters JV M/s GHS



8. Mr. Umair Cheema	M/s Yasin Brothers
9. Mr. Abid Hussan	M/s Arar Innovation
10. Mr. Basheer Ahmad	M/s Core Construction Services
11. Mr. Ansar Bhutta	M/s Cadds Marketing Networking (Pvt) Ltd
12. Mr. Khizer Ali	M/s Skills Hub (Pvt) Ltd
13. Mr. Mohsin Ali	M/s SA Enterprises JV M/s Babar & Umar JV M/s Sarmik
14. Mr. Muhammad Haider Ali	M/s JV NJC, NCS, MMC
15. Mr. Qaiser Ikram	M/s Core Services Consortium
16. Mrs. Memona	M/s Daewoo JV M/s Waste Busters JV M/s GHS.
17. Mr. Agha Humayun Baber Khan	M/s Daewoo JV M/s Waste Busters JV M/s GHS
18. Mr. Suleman Khursheed	M/s City Services, Tahir Builders, Dev Developers
19. Mr. Fahad	M/s Nisar Jan JV M/s Maqsood & Co. JV M/s National Cleaning Services (On Zoom)

**Date:** 03-Aug-2024, **Time:** 1230 Hours, **Venue:** 7<sup>th</sup> Floor, Conference Room-LWMC, Lahore

Meeting started with the name of Almighty ALLAH. Honorable Minister LG & CD and Secretary LG & CD invited the prospective bidders to ask the queries regarding the bidding document of the subject cited project. Queries of the prospective bidders and their responses are as follows;

Reference to above mentioned meeting and after the approval of Board of Directors of Bahawalpur Waste Management Company, this shall be considered as an Addendum No.2 to the Bidding Documents under clause 2.2.3 "Amendment of Bidding Documents" and shall be considered as its integral part.

Sr.	Query of Bidders	Reply of Queries / Decision
1.	Bid Submission date must be extended for at least 60-90 days	Bid Submission date has been extended up till <b>Aug 15, 2024 till 1400 hours</b> . The bids received till stipulated date & time shall be opened on the same day at <b>1430 Hours</b> .
2.	It is requested to waive off the fee collection penalty mechanism system defined in Table 11.2 of the Section III Technical Specifications/Tors of the bidding document. As the Sanitation fee is imposed very first time in the Punjab and it would be hard for the contractors to collect the fee in parallel with providing Solid Waste Management Services.	<p>Fee Collection mechanism and targets are already set on minimum level to facilitate the bidders.</p> <p>However, reference to the serial IV. Commencement of Fee Collection of the Section III Technical Specifications/TORs of the bidding document, it is intimated that the after expiry of four months period, the fee collection commencement period will be started and contractor will submit the checklist issued by BWMC (<b>format attached at Annex-A</b>) every month to BWMC. Penalty on fee collection will start after six months period.</p> <p>In case the contractor fails to meet the fee collection target specified in the bidding document, then the contractor will be evaluated as per checklist and penalty will be imposed accordingly.</p>





		<p>Contingency of 1 % is increased to 2% of operational cost per year. Rental basis of the resources has also rationalized. Updated Estimated prices/costs of the Tehsils based on four years contract duration are as follows;</p> <table><tr><th>Sr.</th><th>Tehsil Name</th><th>Estimated Price/Cost for 4 Years in Million (Rs.)</th></tr><tr><td>1</td><td>Tehsil Bahawalpur Saddar</td><td>3130.95</td></tr><tr><td>2</td><td>Tehsil Ahmadpur East</td><td>5252.02</td></tr><tr><td>3</td><td>Tehsil Yazman</td><td>2991.04</td></tr><tr><td>4</td><td>Tehsil Khairpur Tamewali</td><td>1393.13</td></tr><tr><td>5</td><td>Tehsil Hasilpur</td><td>2371.13</td></tr><tr><td>6</td><td>Tehsil Bahawalnagar</td><td>3647.53</td></tr><tr><td>7</td><td>Tehsil Chishtian</td><td>3702.99</td></tr><tr><td>8</td><td>Tehsil Fort Abbas</td><td>2300.07</td></tr><tr><td>9</td><td>Tehsil Haroonabad</td><td>2815.12</td></tr><tr><td>10</td><td>Tehsil Minchinabad</td><td>2859.94</td></tr><tr><td>11</td><td>Tehsil Rahim Yar khan</td><td>6679.25</td></tr><tr><td>12</td><td>Tehsil Sadiq Abad</td><td>5873.71</td></tr><tr><td>13</td><td>Tehsil Khanpur</td><td>4428.67</td></tr><tr><td>14</td><td>Tehsil Liaqatpur</td><td>4559.26</td></tr></table> <p>1. Bid securities will be revised accordingly. 2. Further, reference to the Table No. 23 of RFP Cost detail of each Tehsil revised accordingly,</p> <p>The following will be replaced in Price Schedule and Bid Form of the bidding document;</p> <p>PRICE SCHEDULE/BID FORM</p> <table><tr><th>Name of Tehsil of ----- -----District</th><th>Total Bid Price for Four Years (PKR)</th></tr><tr><td>Cost of Services for Tehsil -----</td><td></td></tr><tr><td colspan="2">Total Bid Price for Four Years (In Words);</td></tr></table> <p>Note: Total Bid Price shall be inclusive of all applicable / prevailing taxes, duties, charges and other obligations as per TORs / Scope of Services.</p>	Sr.	Tehsil Name	Estimated Price/Cost for 4 Years in Million (Rs.)	1	Tehsil Bahawalpur Saddar	3130.95	2	Tehsil Ahmadpur East	5252.02	3	Tehsil Yazman	2991.04	4	Tehsil Khairpur Tamewali	1393.13	5	Tehsil Hasilpur	2371.13	6	Tehsil Bahawalnagar	3647.53	7	Tehsil Chishtian	3702.99	8	Tehsil Fort Abbas	2300.07	9	Tehsil Haroonabad	2815.12	10	Tehsil Minchinabad	2859.94	11	Tehsil Rahim Yar khan	6679.25	12	Tehsil Sadiq Abad	5873.71	13	Tehsil Khanpur	4428.67	14	Tehsil Liaqatpur	4559.26	Name of Tehsil of ----- -----District	Total Bid Price for Four Years (PKR)	Cost of Services for Tehsil -----		Total Bid Price for Four Years (In Words);	
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3.	<p>Cost Estimation is on lower side. Estimated cost should be recalculated as it is 50% to 60% less. Further, taxes calculations may be rechecked especially for HR and fuel.</p>																																																				
4.	<p>Penalty should be kept at 5% in total. KPIs &amp; Penalty Mechanism should be re-evaluated as these are very strict and may reduce the healthy competition. Exemption of the penalty in PROPOSED MONITORING MECHANISM (specified in Section III Technical Specifications/TORs of the bidding document) for three months may be allowed.</p> <p>Furthermore, mobilization period must be extended for three to four months.</p>	<p>Reference to the Clause 3 of Section-VI. Special Conditions of Contract, the Mobilization Period/Commencement of Services will be one month. However, after the expiry of commencement of services period, no penalty will be imposed for another two months.</p> <p>For abovementioned 03 months grace period, payment will be made on actual verified work done basis as per the attached KPIs at Annex-B.</p>																																																			



5.	Whether contractor can deploy alternate machinery in replacement to the machinery mentioned in the Technical Specifications/TORs of the bidding document. As some of the machinery is not readily available in the market and new machinery purchase requires considerable time.	Yes, alternate machinery may be proposed after the execution of contract but will be deployed with prior approval of the Board of Directors of BWMC. Furthermore, contractor will guarantee that change in machinery will not impact on working and the volumetric capacity of the existing vehicles will be ensured.
6.	Mobilization advance of 20% of the contract should be allowed.	<ul style="list-style-type: none"> <li>• Mobilization advance @10% of first year contract price is allowed.</li> <li>• An equivalent amount of Bank guarantee issued by any scheduled bank of Pakistan acceptable to the BWMC against Mobilization advance shall be submitted.</li> <li>• Mobilization advance will be settled in invoice in twelve equal monthly installments after six months of commencement of services.</li> </ul>
7.	Whether two or more than two dumpsites can be built in a tehsil.	<p>Yes, two dumpsites in large tehsil can be built, with prior approval of the Board of Directors of BWMC.</p> <p>However, in large tehsils more than two dumpsites in a tehsil can be built but with prior approval of the Secretary LG &amp;CD.</p>
8.	Minimum Waste guarantee equal to the investment amount should be allowed. Right now, there is huge amount of waste back log is available but it is anticipated that in proceeding years waste may not be available and heavy penalties could be imposed on contractors.	Minimum waste Guarantee is not allowed. Furthermore, Waste is calculated on Waste generation basis & Door to door collection and will be available throughout the contract period.
9.	Duration of the contract should be 5 years and extendable for another 2 years	Reference to the Clause 4 of Section-VI. Special Conditions of Contract, Contract duration will be 4 years initially, extendable to another 2 years.
10.	Excessive Bank Balance requirement in the Evaluation criteria.	No change
11.	Whether bank statements are mandatory to submit or bank certificates are also acceptable for financial criteria evaluation.	Reference to clause 2.5.8 serial 1 (i) of Section IV of bid data sheet, Bank certificates are also acceptable.
12.	Secretary LG & CD clarified that uniform branding of all the uniforms & vehicles will be done throughout the Tehsils of Districts of Punjab. Only Name of the Waste Management Company will be changed.	





13.	KPIs and Payment Mechanism has been revised and enclosed herewith at <b>Annex-B</b> . Escalation factors mentioned in the bidding documents has also been revised, details are as follows;				
	<b>Sr.</b>	<b>Tehsil Name</b>	<b>A (%)</b>	<b>B (%)</b>	<b>C (%)</b>
	1	Khairpur Tamewali	39.21%	33.50%	27.30%
	2	Yazman	32.02%	37.69%	30.29%
	3	Ahmad Pur East	31.53%	37.81%	30.66%
	4	Hasilpur	35.81%	38.12%	26.07%
	5	Bahawalpur Suddar	31.83%	40.19%	27.97%
	6	Bahawalnager Tehsil	31.42%	37.88%	30.70%
	7	Chishtian	32.60%	39.16%	28.24%
	8	Fort Abbas	34.38%	36.86%	28.76%
	9	Haroonabad	35.79%	36.50%	27.70%
	10	Minchan Abad	33.19%	38.01%	28.80%
	11	Rahimyar Khan Tehsil	32.05%	36.24%	31.71%
	12	Sadiq Abad	32.11%	37.00%	30.89%
	13	Khan Pur	33.71%	34.28%	32.01%
	14	Liaquat Pur	32.06%	33.47%	34.46%

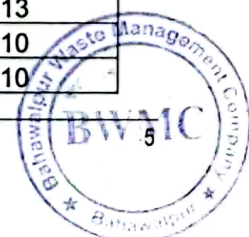
Reference to the **Table No. 2 Existing HR Resources** of Tehsil, will be considered as per given below.

Further, The changes in **Table No. 21 Comparison of HR**, **Table No. 28 & 29** of RFP for below mentioned tehsil will be changed and updated / Increased accordingly.

14	<b>Sr.</b>	<b>Tehsil Name</b>	<b>Existing Resources</b>	<b>Sanitary Worker</b>	<b>Sanitary Supervisor</b>	<b>Driver</b>	<b>Helper</b>	<b>Total</b>
	1	Hasilpur	Previous	110	2	3	2	117
			Revised	76	2	2	2	82
	2	Fort Abbas	Previous	59	1	1	1	62
			Revised	33	0	0	0	33
	3	Haroonabad	Previous	107	4	0	21	132
			Revised	102	4	0	0	106
	4	Khan Pur	Previous	273	8	3	23	307
			Revised	221	5	2	2	230

Reference to the **Table No. 17 of RFP**, Revised Design Area of Dumpsite will be considered accordingly.

15	<b>Sr.</b>	<b>Tehsil Name</b>	<b>Previous (Acres)</b>	<b>Revised (Acres)</b>
	1	Khairpur Tamewali	6	3
	2	Yazman	13	6
	3	Ahmad Pur East	27	12
	4	Hasilpur	11	5
	5	Bahawalpur Suddar	14	6
	6	Bahawalnager Tehsil	20	9
	7	Chistian	17	7
	8	Fort Abbas	10	4
	9	Haroonabad	13	6
	10	Minchan Abad	12	5
	11	Rahimyar Khan Tehsil	38	16
	12	Sadiq Abad	30	13
	13	Khan Pur	24	10
	14	Liaquat Pur	23	10



**Annex A**  
**CHECKLIST FOR FEE COLLECTION**

Sr	Activity	Compliance (Yes/No)
1.	<p><b><u>BILL DISTRIBUTED TO THE ENTITIES</u></b></p> <p>Evidence of Bill Delivery, TCS or any other source of delivery used by the Contractor will be provided to BWMC in the following forms:</p> <ul style="list-style-type: none"> <li>i) Receiving on the bills delivered</li> <li>ii) Pictorial Evidence of the bills delivered</li> <li>iii) Summary of sanitation fee collected and targets achieved</li> <li>iv) Documentary evidence like deposit slips, reconciliation statement etc.</li> </ul>	
2.	<p><b><u>FOLLOW-UP WITH THE ENTITIES FOR FEE COLLECTION IN CASE OF NON-PAYMENT</u></b></p> <p>Contractors need to attach follow-up evidence like reminders in shape of following:</p> <ul style="list-style-type: none"> <li>i) Pictorial Evidence of Reminder Notice / Visit</li> <li>ii) Pictorial Evidence of Engagement with the bill receiver for ensuring recovery</li> <li>iii) Any other evidence</li> </ul>	
3.	<p><b><u>INTIMATION TO ENFORCEMENT AND DISTRICT ADMINISTRATION /BWMC</u></b></p> <ul style="list-style-type: none"> <li>i) List / Record of Delivery of unpaid entities with the evidence of recovery efforts</li> <li>ii) Reminder sent to the enforcement and district administration/BWMC</li> </ul>	

**Note: If the contractor fulfills the above mentioned (Sr. 1, 2 & 3) efforts in complete, then no penalty / deduction of less recovery will be charged. Further, above-mentioned steps are not exhaustive, additional steps may be added at the discretion of the BWMC**





## Annex B

Payment Mechanism – for initial three (3) months of the Contract					
(The invoice calculation will be based on daily working w.r.t parameters evaluated on daily basis)					
Sr. No	Activity	% Value	Key Factors/Variables	KPIs	Numbers
1	Waste Collection (Tonnage Based value)	65	1. Waste Disposal through Digital Weighing System.	<ul style="list-style-type: none"> <li>Real time VTCS Report / Trip Counting Application. Contractor has to ensure minimum 20% waste transportation defined by the client at dump site for safe disposal.</li> <li>10 marks on 21-30% tonnage</li> <li>15 marks on 31-40% tonnage</li> <li>20 marks on 41-50% tonnage</li> <li>25 marks on 51-60% tonnage</li> <li>30 marks on 61-70% tonnage</li> <li>35 marks on 71-80% tonnage</li> <li>40 marks on 81-90% tonnage</li> <li>45 marks on 91-100% tonnage</li> </ul>	50
			2. Container Collection/Clearance as per KPIs.	<ul style="list-style-type: none"> <li>Zero marks below 20%</li> <li>1 mark on 21-30% deployment</li> <li>1.5 marks on 31-60% deployment</li> <li>2 marks on 61-100% deployment</li> </ul>	2
			3. Deployment of Fleet as per Plan and KPIs.	<ul style="list-style-type: none"> <li>Zero marks below 20%</li> <li>1 mark on 21-30% deployment</li> <li>1.5 marks on 31-60% deployment</li> <li>2 marks on 61-100% deployment</li> </ul>	2
			4. Door to Door Waste Collection as per SOPs and KPIs.  Door to Door Collection will be measured on the basis of HR deployed, Machinery deployed, area covered by the machinery and verification by the client officer and public feedback. Contractor will submit digital pictorial evidence of the activity on daily basis as per plan.	<ul style="list-style-type: none"> <li>Zero marks below 20%</li> <li>1.5 mark on 21-30% deployment</li> <li>3 marks on 31-50% deployment</li> <li>5 marks on 51-70% deployment</li> <li>7 marks on 71-100% deployment</li> </ul>	7



			5. Collection from Commercial Areas as per KPIs. Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"> <li>• Zero marks below 20%</li> <li>• 1 mark on 21-30% deployment</li> <li>• 1.5 marks on 31-60% deployment</li> <li>• 2 marks on 61-100% deployment</li> </ul>	2
			6. Deployment of Containers as per Plan and KPIs. Container repair and aesthetics has to be ensured by contractor. Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"> <li>• Zero marks below 50%</li> <li>• 2 mark on above 50%</li> </ul>	2
2	Manual Sweeping (Number of Workers as per plan vs Actual Present)	15	1. Minimum Attendance for sanitation staff (90%) and Managerial staff (90%).	<ul style="list-style-type: none"> <li>• Zero marks below 20%</li> <li>• 2 mark on 21-40% deployment</li> <li>• 4 marks on 41-50% deployment</li> <li>• 6 marks on 51-60% deployment</li> <li>• 8 marks on 61-70% deployment</li> <li>• 10 marks on above 70% deployment</li> </ul>	10
			2. Street Sweeping (Residential) Clearance as per KPIs Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"> <li>• 2 marks below 20 complaints /observations</li> <li>• 1 mark on 21-50 complaints /observations</li> <li>• Zero mark above 50 complaints /observations</li> </ul>	2
			3. Street Sweeping (Commercial) Clearance as per KPIs Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"> <li>• 1 mark below 20 complaints /observations</li> <li>• Zero marks above 20 complaints /observations</li> </ul>	1
			4. Workers Presence at Beats in duty hours Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"> <li>• 1 mark below 20 complaints /observations</li> <li>• Zero marks above 20 complaints /observations</li> </ul>	1





			5. Workers allied equipment (uniforms, PPEs, Handcarts, Brooms, Bags etc.) availability as per plan and KPIs Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"> <li>1 mark below 20 complaints /observations</li> <li>Zero marks above 20 complaints /observations</li> </ul>	1
3	Mechanical Sweeping (KmCovered as perplan)	2	1. Deployment of Resources as per plan and KPIs and Work done/completion as per Plan and KPIs. Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"> <li>In case, deficiency number increased to 10% or above, 1 number deduction of Mech.sweeping activity of that day. Work deduction in case of activity impactis less than 90% (not as per the SOPs.)</li> </ul>	1
4	Mechanical Washing (KmCovered as perplan)	1	1. Deployment of Resources as per plan and KPIs and Work done/completion as per Plan and KPIs. Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"> <li>In case, deficiency number increased to 10% or above, 1 number deduction of Mech.washing activity of that day. Work deduction in case of activity impactis less than 90% (not as per the SOPs.)</li> </ul>	1
5	TCP/Waste Enclosures Management	05	1. Establishment of TCPs as per Timelines, plan and KPIs	<ul style="list-style-type: none"> <li>Establishment of TCP should be done within the timeline defined by the client. Till non-compliance, payment will not be released in this chapter.</li> </ul>	
			2. Infrastructure of TCPs as per plan and KPIs. Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"> <li>Deduction in case of non- completion observed even on one non-compliance.</li> </ul>	02
			3. Zero Waste / Transportation of Waste to Dump Site as per plan and KPIs. Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"> <li>Zero marks on below 20% compliance of total TCPs</li> <li>1 mark on 21-30% TCPs compliance</li> <li>2 marks on 31-60% TCPs compliance</li> <li>3 marks on 61-100% TCPs compliance</li> </ul>	03
			1. Waste Disposal through Digital Weighing System.	<ul style="list-style-type: none"> <li>Real time VTCS Report through waste transported to designated dump site</li> </ul>	



6	Bulk Waste Collection (C&D/AW) (Tonnage Based value)	05	2. Deployment of dedicated fleet as per Plan, SOPs and KPIs	<ul style="list-style-type: none"><li>• 2 mark for deployment above 70%</li><li>• 1 mark for deployment from 50% -60%</li><li>• 1.5 mark for deployment from 61 -70%</li><li>• Zero marks below 50% deployment</li></ul>	02
			3. Collection of Bulk Waste as per Plan, SOPs and KPIs. Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"><li>• Deduction of waste collection in case of un-approved vehicle/trip by client.</li></ul>	03
7	Dumpsite Management	05	1. Availability of Machinery and HR as per plans, SOPs and KPIs.	<ul style="list-style-type: none"><li>• Deduction of waste disposal activity of that day in case deficiency number increased to 10% of total number to be deployed/day.</li></ul>	02
			2. Environment friendly disposal of waste as per plan, SOPs and KPIs. Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"><li>• Deduction of waste disposal activity of that day in case non-compliance observed.</li></ul>	03
8	De-Silting	05	1. Deployment of Resources as per plan and KPIs	<ul style="list-style-type: none"><li>• Zero marks on below 50% compliance</li><li>• 1 mark on 51-70% compliance</li><li>• 2 marks on above 70% compliance</li></ul>	2
			2. Work done/completion as per Plan and KPIs. Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"><li>• 1 mark will be given on below 30 complaints/observations</li><li>• Zero marks on above 31 complaints/ observations</li></ul>	1
Total		100			100





## Revised Payment Mechanism

(The invoice calculation will be based on daily working w.r.t parameters evaluated on daily basis)

Sr. No	Activity	% Value	Key Factors/Variables	KPIs	Numbers
1	Waste Collection (Tonnage Based value)	65	1. Waste Disposal through Digital Weighing System.	<ul style="list-style-type: none"> <li>Real time VTCS Report / Trip Counting Application. Contractor has to ensure minimum 75% waste transportation defined by the client at dump site for safe disposal &amp; payment will be made on actual collected tonnage.</li> <li>71%-75% of total tonnage, 15 number invoice value will be deducted.</li> <li>61%-70% of total tonnage, 25 number value will be deducted.</li> <li>51%-60% of total tonnage, 35 number value will be deducted</li> <li>Below 50% of Total Tonnage, 50 number will be deducted.</li> </ul>	50
			2. Container Collection/Clearance as per KPIs.	<ul style="list-style-type: none"> <li>Deduction of waste collection activity of that day in case non-compliance by complaints/observation/VTMS number increased above 10% of total containers approved as per plan.</li> <li>81-89%, 1 number of invoice value will be deducted.</li> <li>71-80%, 1.5 number of invoice value will be deducted.</li> <li>Below 70%, 2 number will be deducted</li> </ul>	2
			3. Deployment of Fleet as per Plan and KPIs.	<ul style="list-style-type: none"> <li>In case, deficiency number increased above 10%, deduction of waste collection activity of that day:</li> <li>81-89%, 1 number of invoice value will be deducted.</li> <li>71-80%, 1.5 number of invoice value will be deducted.</li> <li>Below 70%, 2 number will be deducted</li> </ul>	2



			<p>4. Door to Door Waste Collection as per SOPs and KPIs.</p> <p>Door to Door Collection will be measured on the basis of HR deployed. Machinery deployed, area covered by the machinery and verification by the client officer and public feedback. Contractor will submit digital pictorial evidence of the activity on daily basis as per plan.</p>	<ul style="list-style-type: none"> <li>90 % Compliance of approved resources is mandatory. 85-89%, 1 number of invoice value will be deducted.</li> <li>81-84%, 2 number of invoice value will be deducted.</li> <li>75-80%, 3 number of invoice value will be deducted.</li> <li>71-74, 4 number of invoice value will be deducted.</li> <li>65-70%, 5 number of invoice value will be deducted.</li> <li>61-64, 6 number of invoice value will be deducted.</li> <li>Below 60%, 7 number will be deducted</li> </ul>	7
			<p>5. Collection from Commercial Areas as per KPIs. Contractor will submit digital pictorial evidence of the activity on daily basis as per plan</p>	<ul style="list-style-type: none"> <li>90 % Compliance of approved resources is mandatory</li> <li>81-89%, 1 number of invoice value will be deducted.</li> <li>71-80%, 1.5 number of invoice value will be deducted</li> <li>Below 70%, 2 number will be deducted</li> </ul>	2
			<p>7. Deployment of Containers as per Plan and KPIs. Container repair and aesthetics has to be ensured by contractor. Contractor will submit digital pictorial evidence of the activity on daily basis as per plan</p>	<ul style="list-style-type: none"> <li>90 % Compliance of approved resources is mandatory</li> <li>81-89%, 1 number of invoice value will be deducted.</li> <li>Below 80%, 2 number deduction of waste collection activity of that day.</li> </ul>	2
2	Manual Sweeping (Number of Workers as per plan vs Actual Present)	15	<p>1. Minimum Attendance for sanitation staff (90%) and Managerial staff (90%). 10% leave allowance is part of the cost estimates.</p>	<ul style="list-style-type: none"> <li>90 % Compliance of approved resources is mandatory</li> <li>81-89%, 3 number of invoice value will be deducted.</li> <li>71-80%, 5 number of invoice value will be deducted.</li> <li>61-70%, 7 number of invoice value will be deducted.</li> <li>Below 60%, 10 number of invoice value will be deducted.</li> </ul>	10





			2. Street Sweeping (Residential) Clearance as per KPIs Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"> <li>Deduction of manual sweeping activity of that day in case number increased to 100 complaints /observations per day.</li> </ul>	02
			3. Street Sweeping (Commercial) Clearance as per KPIs Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"> <li>Deduction of manual sweeping activity of that day in case number increased to 50 complaints/observations/day.</li> </ul>	1
			4. Workers Presence at Beats in duty hours Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"> <li>Deduction of manual sweeping activity of that day in case number increased to 100 complaints /observations per day regarding absent of worker.</li> </ul>	1
			5. Workers allied equipment (uniforms, PPEs, Handcarts, Brooms, Bags etc.) availability as per plan and KPIs Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"> <li>Work deduction of the manual sweeping activity in case of deficiency number exceed from 10% of total of non-provision in any of the category mentioned individually/collectively.</li> </ul>	1
3	Mechanical Sweeping (Km Covered as per plan)	1	1. Deployment of Resources as per plan and KPIs and Work done/completion as per Plan and KPIs. Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"> <li>In case, deficiency in deployment of resource numbers increased above 10% or in case of activity impact is less than 90% (not as per the SOPs.), 1 number deduction of Mech. sweeping activity of that day.</li> </ul>	1
4	Mechanical Washing (Km Covered as per plan)	1	1. Deployment of Resources as per plan and KPIs and Work done/completion as per Plan and KPIs. Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"> <li>In case, deficiency in deployment of resource numbers increased above 10% or in case of activity impact is less than 90% (not as per the SOPs.), 1 number deduction of Mech. washing activity of that day.</li> </ul>	1
			1. Establishment of TCPs as per Timelines, plan and KPIs	<ul style="list-style-type: none"> <li>Establishment of TCP should be done within the timeline defined by the client. Till non-compliance, payment will not be released in this chapter.</li> </ul>	



5	TCP/Waste Enclosures Management	05	2. Infrastructure of TCPs as per plan and KPIs. Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"><li>Deduction in case of non-completion observed even on one non-compliance.</li></ul>	02
			3. Zero Waste Transportation of Waste to Dump Site as per plan and KPIs. Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"><li>Work deduction in case of non-compliance observed against the plan approved by the client</li></ul>	03
6	Bulk Waste Collection (C&D/AW) (Tonnage Based value)	05	1. Waste Disposal through Digital Weighing System.	<ul style="list-style-type: none"><li>Real time VTCS Report through waste transported to designated dump site</li></ul>	02
			2. Deployment of dedicated fleet as per Plan, SOPs and KPIs	<ul style="list-style-type: none"><li>Deduction of waste collection activity of that day in case deficiency number increased to 10% of total number to be deployed/day.</li></ul>	
			3. Collection of Bulk Waste as per Plan, SOPs and KPIs. Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"><li>Deduction of waste collection in case of un-approved vehicle/trip by client.</li><li>The collected tonnage will also be subtracted from the total waste collection of that day.</li></ul>	03
7	Dumpsite Management	05	1. Availability of Machinery and HR as per plans, SOPs and KPIs.	<ul style="list-style-type: none"><li>Deduction of waste disposal activity of that day in case deficiency number increased to 10% of total number to be deployed/day.</li></ul>	02
			2. Environment friendly disposal of waste as per plan, SOPs and KPIs. Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"><li>Deduction of waste disposal activity of that day in case non-compliance observed.</li></ul>	03
8	De-Silting	03	1. Deployment of Resources as per plan and KPIs	<ul style="list-style-type: none"><li>In case, deficiency number increased above 10%, deduction of De-silting activity of that day</li></ul>	2
			2. Work done/completion as per Plan and KPIs. Contractor will submit digital pictorial evidence of the activity on daily basis as per plan	<ul style="list-style-type: none"><li>Work deduction in case of activity impact is not as per the SOPs.</li></ul>	1
Total		100			100





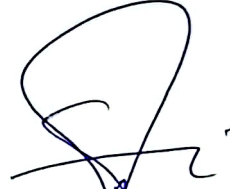
Note: In case of special circumstances, calamity or any event beyond the control of service provider resulting in stoppage of work, a committee notified separately will access the situation and will submit its recommendation to the competent authority for payment on actual work done basis.



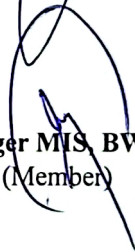
**Mr. Muhammad Ayaz Kalyar**  
BOD Member  
(Convener / Chairman)



**Chief Financial Officer, BWMC**  
(Member)



**Manager Procurement, BWMC**  
(Member)



**Manager MIS, BWMC**  
(Member)

**Manager Operations, BWMC**  
(Member)

