Expression of Interest

Hiring of Consulting Firm to Conduct Institutional Performance Evaluation of NDRMF (2016-2025) (Consultancy Services)

National

Single Stage-Two Envelope

CORRIGENDUM # 1	CORR-P79171-001
Initiation Date	August 19, 2026

August 19, 2026

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INVITATION FOR PRE-QUALIFICATION

PROCUREMENT OF CONSULTANCY SERVICES

1. The **National Disaster Risk Management Fund (National Disaster Risk Management Fund (NDRMF))** has reserved Funds for the procurement planned for FY **2026-27**. The **National Disaster Risk Management Fund (National Disaster Risk Management Fund (NDRMF))** intends to apply part of the proceeds of this Fund to cover eligible payments under the contract for the "**Hiring of Consulting Firm to Conduct Institutional Performance Evaluation of NDRMF (2016-2025)**" with the reference of **"P79171"**

2. The **National Disaster Risk Management Fund (National Disaster Risk Management Fund (NDRMF))** intends to pre-qualify consulting firms / consultants for subsequent issuance of Request for Proposals (RFP), and sign the contract agreement(s) with the selected consultant(s) following the selection process.

3. The objective of the intended pre-qualification is the provision of "**Hiring of Consulting Firm to Conduct Institutional Performance Evaluation of NDRMF (2016-2025)**" through engagement of qualified consultants, and the purpose of this Pre-qualification Notice is to provide basic information to enable potential applicants to decide whether or not to respond to this Pre-qualification Notice.

4. Only the pre-qualified applicants shall be invited to participate in the Request for Proposals (RFP) process, and it is expected that the RFP will be issued to the Pre-qualified Applicants.

5. The pre-qualification process is open to all **National** Applicants subject to fulfilling the eligibility requirements mentioned in the respective Pre-qualification Documents. Interested Applicants may obtain further information from the National Disaster Risk Management Fund (National Disaster Risk Management Fund (NDRMF)) through **EPADS v2.0** during office hours. A complete set of Pre-qualification Documents may be accessed by interested Applicants through **EPADS v2.0** at **https://epads.gov.pk/opportunities/federal/procurements/79171**.

6. The application, prepared in accordance with the instructions in the Pre-qualification Documents, must be submitted through **EPADS v2.0** on or before **Monday, September 7, 2026 11:00 AM**. E-applications will be opened using **EPADS v2.0** on the same day at **Monday, September 7, 2026 11:30 AM**. Manual submission of applications shall not be entertained. Applicants who have not yet registered on the new version of **EPADS v2.0** may register themselves at **https://vendors.epads.gov.pk/**. A tutorial to explain the registration process is available at **https://www.youtube.com/watch?v=MNW6T38v7tc** .

In terms of Rule 48 of Public Procurement Rules, 2004, a Grievance Redressal Committee (GRC) is notified for the subject procurement and the notification copy is available on the procuring agency's website and on Authority's website at (**www.ppra.org.pk**).

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Instructions to Applicants

A. General

B. Contents of the Prequalification Documents

Sections of Prequalifica¬tion Documents

1. **Scope of Application**

1.1. In connection with the "**Invitation for Prequalification**", the Procuring Agency, as defined in Section II (Prequalification Data Sheet abbreviated as PDS), issues this set of Prequalification Documents (PD) to prospective applicants (also hereinafter referred as Applicants) interested in submitting applications (also hereinafter referred as Applications) to determine the capacity and capability of the Applicant(s) for supply of Goods and Related Services incidental thereto as specified in Section VII (Schedule of Requirements).

2. **Source of Funds**

2.1. Source of funds is same as referred in Invitation for Pre-qualification.

3. **Fraud and Corruption**

3.1. The Procuring Agency requires that the Applicants /Bidders/ Suppliers/Contractors under Government financed contracts, observe the highest standard of ethics during the procurement and execution of such agreements and contracts.

3.2. The Applicants/Bidders shall permit and shall cause their agents (whether declared or not), sub-contractors, sub-consultants, service providers, suppliers, and their personnel, to permit the Procuring Agency to inspect all accounts, records and other documents relating to any, Application/Bid submission, Secondary Procurement process, and to have them audited by auditors appointed by the Procuring Agency.

3.3. Any communications between the Applicant and the Procuring Agency related to matters of alleged corrupt and fraudulent practices must be made in writing or in electronic forms that provide record of the content of

communication.

3.4. Procuring Agency will reject an application or bid or proposal, if it is established that the Applicant or the Bidder or Prosper was engaged in corrupt and fraudulent practices in competing for the contract.

3.5. Procuring Agency will also declare the Applicant as blacklisted in accordance with rules and predefined standard mechanism.

4. **Eligible Applicants**

4.1. An Applicant may be a private entity, a state-owned enterprise or institution subject to ITB 4.6, or any combination of such entities in the form of a joint venture (JV) under an existing JV agreement or with the intent to enter into such an agreement supported by a letter of intent.
In case of single (private or state-owned entity), it shall be liable for execution of all the provisions of the Contract Agreement.
In the case of a joint venture, all members shall be jointly and severally liable for the execution of all the provisions of the Contract Agreement (if signed b/w the Procuring Agency and the JV), in accordance with the Contract conditions that apply.
The JV shall nominate a Representative who shall have the authority to conduct all business for and on behalf of any and all the members of the JV during the Prequalification process, Bidding process (in the event the prequalified JV submits a Bid) and during the period of contract agreement and contract execution (in the event the JV is awarded the Contract). Unless specified in the PDS, there is no limit on the number of members in a JV.

4.2. An Applicant may apply for Prequalification both individually, and as part of a joint venture, or participate as a subcontractor. If prequalified as a JV only, it will not be permitted to bid for the same contract as an individual entity. Bids submitted in violation of this provision will be rejected.

4.3. An Applicant and any of its affiliates (that directly or indirectly control, are controlled by or are under common control with that entity) may submit its Application for Prequalification either individually, as joint venture or as a sub-contractor among them for the same contract. However, if prequalified only one prequalified Applicant will be allowed to bid for the same contract.

All Bids submitted in violation of this provision will be rejected.

4.4. Applicants shall be considered to have a conflict of interest, if they participated as a consultant in the preparation of the design or technical specifications or have been hired or proposed to be hired by the Procuring Agency for execution of subsequent Contract Agreement. In addition, Applicants may be considered to have a conflict of interest if they have a close business or family relationship with such professional staff of the Procuring Agency (or a recipient of a part of the funds) who:

4.4.1. are directly or indirectly involved in the preparation of the Prequalification Documents or Bidding Documents or specifications of Contract and/or the Prequalification or Bid evaluation process of such Contract; or

4.4.2. would be involved in the implementation or supervision of such Agreement t, unless the conflict stemming from such relationship has been resolved throughout the Procurement Process, Bidding.

4.5. An Applicant that has been declared debarred or blacklisted shall be ineligible to be prequalified to bid for such period of time and for such type of procurement for which he has been declared debarred or blacklisted. The list of debarred firms and individuals is available at PPRA's website.

4.6. An Applicant shall provide such documentary evidence for determining the eligibility of the Applicant to the reasonable satisfaction of the Procuring Agency.

5. **Eligibility (in terms of Nationality)**

5.1. Applicants may be ineligible if they are nationals of ineligible countries as indicated in Section V.

B. Contents of the Prequalification Documents

6. **Sections of Prequalification Documents**

6.1. This set of Prequalification Documents consists of Parts 1 and 2 which comprise all the sections indicated below, and which should be read in conjunction with any Addendum issued in accordance with ITA 8.

PART 1 Prequalification Procedures PART 2 Supply Requirements

6.2. Section I - Instructions to Applicants (ITA)

6.3. Section II - Prequalification Data Sheet (PDS)

6.4. Section III - Qualification Criteria and Requirements

6.5. Section IV - Application Forms

6.6. Section V - Eligible Countries

6.7. Section VI - Fraud and Corruption

6.8. Section VII – Schedule of Requirements

6.9. The Procuring Agency accepts no responsibility for the completeness of the Prequalification documents, responses to requests for clarification, the minutes of the pre-Application meeting (if any), or Addenda to the Prequalification documents in accordance with ITA 8. In case of any discrepancies, documents issued directly through ePADS shall prevail.

6.10. The Applicant is expected to examine all instructions, forms, and terms in the Prequalification Documents and to furnish with its Application all information or documentation as is required by the Prequalification Documents.

7. **Clarification of Pre-qualification Documents and Pre-Application Meeting**

7.1. An Applicant requiring any clarification of the Pre-qualification Documents shall contact the Procuring Agency in writing through ePADS as. The Procuring Agency will respond in writing through ePADS to any request for clarification provided that such request is received no later than three (03) days prior to the deadline for submission of the Applications. The Procuring Agency shall forward a copy of its response to all prospective

Applicants through ePADS who have obtained the Prequalification Documents from ePADS , including a description of the inquiry but without identifying its source. If so indicated in the PDS, the Procuring Agency shall also promptly publish its response through ePADS . Should the Procuring Agency deem it necessary to amend the Prequalification Documents as a result of a clarification, it shall do so in accordance with the provisions of ITA 16.2.

7.2. If indicated in the PDS, the Applicant's designated representative is invited at the Applicant's cost to attend a pre-Application meeting through online platform / **EPADS v2.0** as per date and time mentioned in the PDS. During this Pre-Application meeting, prospective Applicants may request clarification of the schedule of requirement, the qualification criteria or any other aspects of the Pre-qualification Documents.

7.3. Minutes of the Pre-Application meeting, if applicable, including the text of the questions asked by Applicants, including those during the meeting (without identifying the source) and the responses given, together with any responses prepared after the meeting will be transmitted promptly through ePADS to all prospective Applicants who have obtained the Pre-qualification Documents. Any modification to the Pre-qualification Documents that may become necessary as a result of the pre-Application meeting shall be made by the Procuring Agency exclusively through the use of an Addendum pursuant to ITA 8 and through **EPADS v2.0**. Non-attendance at the pre-Application meeting will not be a cause for disqualification of an Applicant.

8. **Amendment of Prequalifica¬tion Documents**

8.1. At any time prior to the deadline for submission of Applications, the Procuring Agency may amend the Prequalification Documents by issuing an Addendum through **EPADS v2.0**

8.2. Any Addendum issued shall be part of the Prequalification Document and shall be communicated in writing through ePADS to all Applicants who have obtained the Prequalification Documents from the Procuring Agency. The Procuring Agency shall promptly publish the Addendum at the Procuring Agency's web page and **EPADS v2.0**.

Provided that an Applicant who had already submitted their Applications

prior to the issuance of any such addendum shall have the right to withdraw his already submitted Application and submit the revised Application prior to the original or extended Application submission deadline through **EPADS v2.0**.

8.3. To give Applicants reasonable time to take an Addendum into account in preparing their Applications, the Procuring Agency may at its discretion, extend the deadline for the submission of Applications in accordance with ITA 16.2:
Provided that the Procuring Agency shall extend the deadline for submission of Applications, if such an addendum is issued within last three (03) days of the Application submission deadline.

C. Preparation of Applications

9. **Cost of Applications**

9.1. The Applicant shall bear all costs associated with the preparation and submission of its Application. The Procuring Agency will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the Pre-qualification process.

10. **Language of Application**

10.1. The Application as well as all correspondence and documents relating to the Pre-qualification exchanged by the Applicant and the Procuring Agency, shall be written in the language specified in the PDS. Supporting documents and printed literature that are part of the Application may be in another language, provided they are accompanied by an accurate translation of the relevant passages in the language specified in the PDS, in which case, for purposes of interpretation of the Application, the translation shall govern.

11. **Documents Comprising the Application**

11.1. The Application shall comprise the following:

11.1.1. **Application Submission Letter**, in accordance with ITA 12.1;

11.1.2. **Eligibility**: documentary evidence establishing the Applicant's eligibility, in accordance with ITA 13.1;

11.1.3. **Qualifications**: documentary evidence establishing the Applicant's qualifications, in accordance with ITA 14; and

11.1.4. any other document required as specified in the PDS.

11.2. **Application Submission Letter**

11.2.1. The Applicant shall complete an Application Submission Letter as provided in Section IV (Application Forms). This Form must be completed without any alteration to its format.

11.3. **Documents Establishing the Eligibility of the Applicant**

11.3.1. To establish its eligibility in accordance with ITA 4, the Applicant shall complete the eligibility declarations in the Application Submission Letter and Form ELI-1.1 (eligibility), included in Section IV (Application Forms).

11.4. **Documents Establishing the Qualifications of the Applicant**

11.4.1. To establish its qualifications to perform the contract(s) in accordance with Section III (**Qualification Criteria and Requirements**), the Applicant shall provide the information requested in the corresponding Information Sheets included in **Section IV (Application Forms)**.

11.4.2. Wherever an Application Form requires an Applicant to state a monetary amount, Applicants should indicate the Pak Rupee equivalent using the rate of exchange determined as follows:

11.4.2.1. for turnover or financial data required for each year - Exchange rate prevailing on the last day of the respective calendar year (in which the amounts for that year is to be converted).

11.4.2.2. value of single contract - Exchange rate prevailing on the date of the contract.

11.4.3. Exchange rates shall be taken from the publicly available source identified in the PDS. Any error in determining the exchange rates in the Application may be corrected by the Procuring Agency.

11.4.4. The documentary evidence of the Applicant’s qualifications to conclude a contract Agreement, shall establish to the Procuring Agency’s satisfaction:

11.4.4.1. that, if required in the BDS, an Applicant that does not manufacture or produce the Goods it offers to supply shall submit the Manufacturer’s Authorization using the form included in Section IV A (Bidding Forms) to demonstrate that it has been duly authorized by the manufacturer or producer of the Goods to supply these Goods in the Procuring Agency’s Country;

11.4.4.2. that, if required in the BDS, in case of an Applicant not doing business within Islamic Republic of Pakistan (or the country where the procurement is being made), the Applicant is, or will be, (if awarded the call off contract) represented by an Agent in the country, equipped and able to carry out the Supplier’s maintenance, repair, and spare parts stocking obligations in respect of the Goods.

D. Submission of Applications

15. **Submission of the Applications through EPADS v2.0**

15.1. The Bidder shall prepare and submit Bid with due diligence after carefully reading all the terms and condition before submission through ePADS in accordance with the procedures specified in the PDS.

15.2. In case the Applicant is a JV, the Application shall submit an authorized representative of the JV on behalf of the JV and so as to be legally binding on all the members as evidenced by a power of attorney signed by their legally

authorized signatories.

16. **Deadline for Submission of Applications**

16.1. Applicants shall be submitted through ePADS no later than the deadline indicated in the PDS.

16.2. If required in accordance with the provisions of ITA 8.3, the Procuring Agency will extend the deadline for the submission of Applications, in which case all rights and obligations of the Procuring Agency and the Applicants subject to the previous deadline shall thereafter be subject to the deadline as extended.

16.3. The deadline will be extended in the same manner as that of original Invitation for Prequalification (or the advertisement) through **EPADS v2.0**.

17. **Opening of Applications**

17.1. The Procuring Agency shall open all Applications on the date and time specified in the PDS through **EPADS v2.0**. Late Applications shall be treated in accordance with ITA 16.1.

E. Procedures for Evaluation of Applications

18. **Confidentiality**

18.1. Information relating to the Applications, their evaluation and results of the Prequalification shall not be disclosed to Applicants or any other persons not officially concerned with the Prequalification process until the notification of Prequalification results is made to all Applicants in accordance with ITA 26 through **EPADS v2.0**.

18.2. From the deadline for submission of Applications to the time of notification of the results of the Prequalification in accordance with ITA 26, any Applicant that wishes to contact the Procuring Agency on any matter related to the Prequalification process may do so only in writing through **EPADS v2.0**

19. **Clarification of Applications**

19.1. To assist in the evaluation of Applications, the Procuring Agency may, ask an Applicant for a clarification (including missing documents) of its Application, to be submitted within a stated reasonable period of time. Any request for clarification from the Procuring Agency and all clarifications from the Applicant shall be in writing through **EPADS v2.0**

19.2. If an Applicant does not provide clarifications and/or documents requested by the date and time set in the Procuring Agency's request for clarification, its Application shall be evaluated based on the information and documents available at the time of evaluation of the Application.

20. **Responsiveness of Applications**

20.1. The Procuring Agency may reject any Application which is not responsive to the requirements of the Prequalification Documents. In case the information furnished by the Applicant is incomplete or otherwise requires clarification as per ITA 19.1, and the Applicant fails to provide satisfactory clarification and/or missing information within prescribed time, it may result in disqualification of the Applicant.

21. **Margin of Preference**

21.1. Unless otherwise specified in the PDS, a margin of preference shall not apply in the Bidding process resulting from this Pre-qualification.

22. **Sub-contractors**

22.1. Subcontractors' qualification and experience will not be considered for evaluation of the Applicant. The Applicant on its own (without taking into account the qualification and experience of the Subcontractor) should meet the qualification criteria.

F. Evaluation of Applications and Prequalification of Applicants

23. **Evaluation of Applications**

23.1. The Procuring Agency shall use the factors, methods, criteria, and requirements defined in Section III, Qualification Criteria and Requirements, to evaluate the qualifications of the Applicants, and no other methods, criteria, or requirements shall be used. The Procuring Agency reserves the right to waive minor deviations from the qualification criteria if they do not materially affect the technical capability and financial resources of an Applicant to perform the contract, however subject to the provisions of ITA 25.

23.2. Subcontractors proposed by the Applicant shall be fully qualified for their parts of the Scope of Supply of the Goods and Allied Services.

23.3. In case of multiple contracts, Applicants should indicate in their Applications the individual contract or combination of contracts in which they are interested. The Procuring Agency shall prequalify each Applicant for the maximum combination of contracts for which the Applicant has thereby indicated its interest and for which the Applicant meets the appropriate aggregate requirements. The Qualification Criteria and Requirements are mentioned in Section III.

Only the qualifications of the Applicant shall be considered. The qualifications of other related entities such as the Applicant's subsidiaries, parent entities, affiliates, subcontractors or any other firm(s) different from the Applicant shall not be taken into consideration in determining the qualifications of the Applicant.

24. **Procuring Agency's Right to Accept or Reject Applications**

24.1. The Procuring Agency reserves the right to accept or reject all the Applications, and to annul the Prequalification process at any time, without thereby incurring any liability to the Applicants. However, the procuring agency shall record its reasons and justifications on **EPADS v2.0**, duly approved by the Principal Accounting Officer or Head of Organization.

25. **Pre-qualification of Applicants**

25.1. All Applicants whose Applications substantially meet or exceed the specified qualification requirements will be prequalified by the Procuring

Agency.

25.2. An Applicant may be “conditionally prequalified,” that is, qualified subject to the Applicant submitting or correcting certain specified nonmaterial documents or deficiencies to the satisfaction of the Procuring Agency.

25.3. Applicants that are conditionally prequalified will be so informed along with the statement of the condition(s) which must be met to the satisfaction of the Procuring Agency before or at the time of submitting their Bids.

26. **Notification of Prequalification**

26.1. The Procuring Agency shall notify all Applicants in writing through **EPADS v2.0** indicating the names of those Applicants who have been prequalified or conditionally prequalified. In addition, those Applicants who have been disqualified will be informed separately through **EPADS v2.0**.

26.2. The procuring agency shall communicate to those suppliers or contractors who have not been pre-qualified the reasons for not pre-qualifying them through **EPADS v2.0**

27. **Request for Bids**

27.1. Promptly after the notification of the results of the Prequalification, the Procuring Agency will invite the Bids from all the Applicants that have been prequalified through **EPADS v2.0**.

28. **Changes in Qualifications of Applicants**

28.1. Any change in the structure or formation of an Applicant after being prequalified in accordance with ITA 25 and invited to bid (including, in the case of a JV, any change in the structure or formation of any member thereto) shall be subject to the written approval of the Procuring Agency prior to the deadline for submission of Bids. Such approval shall be denied if:

28.1.1. a prequalified Applicant proposes to associate with a disqualified Applicant or in case of a disqualified joint venture, any of its members;

28.1.2. as a consequence of the change, the Applicant no longer substantially meets the qualification criteria set forth in Section III, Qualification Criteria and Requirements; or

28.1.3. in the opinion of the Procuring Agency, the change may result in a substantial reduction in competition.

28.2. Any such change should be submitted to the Procuring Agency before the date of “Invitation to Bids”.

29. **Redressal of Grievances**

29.1. Procuring agency shall constitute a Grievance Redressal Committee (GRC) and proceed in accordance with the procedure and mechanism defined under Rule-48 of Public Procurement Rules, 2004.

29.2. The GRC shall not have any of the members of Procurement Evaluation Committee. The committee must have one subject specialist depending on the nature of the procurement.

30. **Mechanism of Blacklisting**

30.1. The procuring agency shall initiate blacklisting or debarment proceedings against any bidder, supplier or contractor in accordance with the mechanism prescribed under Rule-19 of Public Procurement Rules, 2004 read with “Mechanism for Blacklisting Regulations, 2024”.

Pre-qualification Data Sheet

Prequalification Data Sheet (PDS)

The following specific data for the Prequalification of Applicants shall complement, supplement, or amend the provisions in the Instructions to Applicants (ITA). Whenever there is a conflict, the provisions herein shall prevail over those in ITA.

PDS Clause Number
ITA Number

Amendments of, and Supplements to, Clauses in the Instructions to Applicants

A. General

PDS Clause Number 1
ITA Number 1.1

Identification Number of the Invitation for Prequalification: **P79171**
The Procuring Agency is: **National Disaster Risk Management Fund (National Disaster Risk Management Fund (NDRMF))**
List of Service Contracts:
See section services and Lots

PDS Clause Number 2
ITA Number 2.1

The name of Procuring Agency is: **National Disaster Risk Management Fund (National Disaster Risk Management Fund (NDRMF))**
The name of Project / Procurement is: **Hiring of Consulting Firm to Conduct Institutional Performance Evaluation of NDRMF (2016-2025)**

PDS Clause Number 3
ITA Number 4.2

Maximum number of members in a Joint Venture (JV): **2**

PDS Clause Number 4
ITA Number 4.5

A list of debarred firms and individuals is available on PPRA website: **https://ppra.gov.pk**

B. Contents of the Prequalification Document

PDS Clause Number 5
ITA Number 7.1

For clarification, the Applicant shall seek clarifications through: **EPADS v2.0**

PDS Clause Number 6
ITA Number 7.1 & 8.2

Information related to Prequalification shall be published on: **EPADS v2.0**

PDS Clause Number 7
ITA Number 7.2

Pre-Application Meeting: **Clarification Date: Monday, August 31, 2026**

C. Preparation of Applications

PDS Clause Number 8
ITA Number 10.1

This Prequalification Document has been issued in the language: **English**

PDS Clause Number 9
ITA Number 11.1(d)

Additional documents to be submitted through EPADS v2.0:

1. As per eligibility and qualification criteria.

PDS Clause Number 10
ITA Number 14.2

Source for determining exchange rates: **Not Applicable**

D. Submission of Applications

PDS Clause Number 11
ITA Number 16.1

Deadline for Application Submission:
Day: ***Monday***
Date: ***Monday, September 7, 2026***
Time: ***11:00 AM***

PDS Clause Number 12
ITA Number 17.1

Opening of Applications shall be conducted through: **EPADS v2.0**
Day: ***Monday***
Date: ***Monday, September 7, 2026***
Time: ***11:30 AM***
Virtual participation link: **https://vendors.epads.gov.pk/**

E. Procedures for Evaluation of Applications

PDS Clause Number 13
ITA Number 21.1

Margin of Domestic Preference: **Not Applicable**
(Applicable only if authorized in Procurement Plan)

PDS Clause Number 14
ITA Number 29.1

Prequalification-related complaints / grievances shall be submitted in writing through: **EPADS v2.0**
A complaint may challenge:

- The terms of the Prequalification Documents
- The Procuring Agency’s decision not to prequalify an Applicant

Eligibility & Qualification Criteria

Bidder's Type	Required Registration
Sole Proprietorship	FBR (NTN)
Partnership Firm	FBR (GSTN)
Company (Private Limited)	
Company (Public Limited)	
Company (Holding Company)	
Company (Limited by Guarantee)	
State Owned Enterprise (Private Limited)	
State Owned Enterprise (Public Limited)	
NGO / NPO	
IGO	

Eligibility Criteria	Document
i. Firm’s Registration with authorized Government Department(s) as Legal Entity Provide Copy	Yes

ii. Having registration with Income & Sales Tax Departments – Provide the copy of Tax registration certificates for both	Yes
iii. Active on Income & Sales Tax (Provide ATL status)	Yes
iv. Affidavit confirming that: (a) applicant Consultant (Name of the Consultant) has never been blacklisted by any National, Government/Semi Government Organization and (b) All the information provided by the applicant Consultant is correct.	Yes

Evaluation Criteria

Quality Based Selection (QBS)

Weightage (Without Financial Criteria)

Technical Evaluation Weightage
100

Technical Marks	100
Passing Marks	**60**
Technical Competence:	
Must have minimum Ten (10) years of professional experience. (Firms shall provide documentary evidence to establish their experience). (Quantitative)(Doc Required)	30
• Have successfully completed at least three (3) similar evaluation assignments during the last Seven (07) years. (Firms shall provide documentary evidence containing number, scale, and nature of the similar assignments completed). (Quantitative)(Doc Required)	20

• Demonstrate experience in institutional, portfolio, Programme, or organizational performance evaluations. (Firms shall provide documentary evidence to establish their experience & expertise). (Quantitative)(Doc Required)	20
Management System:	
Comprehensive corporate profile demonstrating at least ten (10) years of operation and organizational growth (Quantitative)(Doc Required)	5
Clear organizational structure with defined reporting lines, governance arrangements, and management systems (Quantitative)(Doc Required)	5
Availability of qualified professionals/experts covering all areas of expertise required under the TORs (Quantitative)(Doc Required)	10
Financial Soundness:	
The Bidder’s net worth for the last three years, calculated as the difference between total assets and total liabilities, should be positive. (Quantitative)(Doc Required)	10

PUBLIC PROCUREMENT REGULATORY AUTHORITY
(PPRA)
EPADS

Annexure

Addl ITA

Attached

Information (Read-Only)

See Form Under Additional Forms and Documents: **Addl ITA** (page number: 31)

Terms Of Reference (ToRs) Scope of Services

Attached

Information (Read-Only)

See Form Under Additional Forms and Documents: **Terms Of Reference (ToRs) Scope of Services** (page number: 34)

Procurement Forms

Contractor's Key Personnel Representative and Their Schedules

Interested bidder has to provide/upload supporting credentials to meet the following criteria;

Corporate profile indicating years of operations. Complete organogram along with availability of number of experienced professionals as per the TORs.

See Form Under Additional Forms and Documents: **Contractor's Key Personnel Representative and Their Schedules** (page number: 45)

Past Experience and Completed Contracts

Interested bidder has to provide/upload supporting credentials to meet the following criteria;

- Must have minimum Ten (10) years of professional experience. (Firms shall provide documentary evidence to establish their experience).
- Have successfully completed at least three (3) similar evaluation assignments during the last Seven (07) years. (Firms shall provide documentary evidence containing number, scale, and nature of the similar assignments completed).
- Demonstrate experience in institutional, portfolio, programme, or organizational performance evaluations. (Firms shall provide documentary evidence to establish their experience & expertise).

See Form Under Additional Forms and Documents: **Past Experience and Completed Contracts** (page number: 49)

Financial Capacity and Net Worth Evaluation Form

Interested bidder has to provide/upload supporting credentials to meet the following criteria;

- Latest audited financial statement from the last three years of the Consultant to check Financial Soundness.
- The Bidder’s net worth for the last three years, calculated as the difference between total assets and total liabilities, should be positive.

See Form Under Additional Forms and Documents: **Financial Capacity and Net Worth Evaluation Form** (page number: 50)

PUBLIC PROCUREMENT REGULATORY AUTHORITY
(PPRA)
EPADS

Additional Forms and Documents

INSTRUCTIONS

National Disaster Risk Management Fund
REOI # 001/07/ME (EPADS Ref No. P79171)
for

Hiring of Consulting Firm to conduct Institutional Performance Evaluation of NDRMF (2016-2025)

1. NDRMF invites eligible and reputable consultancy firm to conduct Institutional Performance Evaluation of NDRMF (2016-2025).

2. Eligible Consultants should submit Expression of Interest (**EOI**) in English language along with relevant complete details of their qualification and experience as requested hereunder: -

a) Basic Information: -

i. Name, address, Phone, Fax and E-mail address
ii. postal and telegraphic address for the head office, branch offices and contact personnel

b) Mandatory Criteria: -

i. Firm's Registration with authorized Government Department(s) as Legal Entity **Provide Copy**
ii. Having registration with Income & Sales Tax Departments – **Provide the copy of Tax registration certificates for both**
iii. Active on Income & Sales Tax **(Provide ATL status)**
iv. Affidavit confirming that: *(a)* applicant Consultant (Name of the Consultant) has never been blacklisted by any National, Government/Semi Government Organization and *(b)* All the information provided by the applicant Consultant is correct.

c) Parameters for Evaluating EOI Responses: -

Interested **Firms/JV** are required to demonstrate/provide requisite information to prove their qualification/eligibility to perform the assignment. **The short-listing criteria are**:

Technical Competence: - [Max. Score = 70]

- Must have minimum **Ten (10) years** of professional experience. *(Firms shall provide documentary evidence to establish their experience).*
- Have successfully completed at least three (3) similar evaluation assignments during the last **Seven (07) years.** *(Firms shall provide documentary evidence containing number, scale, and nature of the similar assignments completed).*
- Demonstrate experience in institutional, portfolio, programme, or organizational performance evaluations. *(Firms shall provide documentary evidence to establish their experience & expertise).*

Management Competence: **[Max. Score = 20]**

- Firms shall provide **corporate profile** indicating **years of operations**;
- **Complete organogram** along with **availability of number of experienced professionals** as per TOR. **Brief profiles** of the proposed technical experts shall also be submitted *(CVs/profiles of the proposed experts shall not be evaluated at EOI stage, detailed CVs of required experts, as per TORs will be required at RFP stage and will be evaluated therein).*

Financial Soundness: **[Max. Score = 10]**

- Latest audited financial statements from the last **three years** of the Consultancy Firm will be required to check Financial Soundness (*The firm's net worth for the last three years, calculated as the difference between total assets and total liabilities, should be positive).*

3. Interested Firms/JV must provide lucid information as per above requirements indicating that they are qualified to perform above services and must provide only materials that would be specific to the proposed services, and to avoid submitting generic promotional material. **Non-provision of requisite documentary evidence/ information as per this Instructions to Consultants, may lead to "Non-Responsiveness" of the Consultants' response/ application.**

4. Firms/JV are required to **submit their EOIs through PPRA EPAD system (www.epads.gov.pk)**. Kindly note that evaluation will be made on the EOI submitted only at EPAD system V2.0 hence EPAD System must be used for submission of EOIs.

5. Firms interested to participate in a Joint Venture should submit all the required information as per above parameters in respect of each partner, which shall be assessed independently regardless of capacity/experience of the other partner. For firms who shall be in an arrangement of sub-consultant association, only the experience and capacity of lead firm, shall be assessed. However, such arrangement should be clearly mentioned in Expressions of Interest Response. The firms participating as sub-consultant association formation, the registration documents as required above, are required to be provided in respect of all partner firms confirming their eligibility.

6. In the case of a Joint Venture, several are required: a power of attorney for the authorized representative of each JV member, and a power of attorney for the representative of the lead member to represent all JV members.

7. Selected Consultant will be required to declare any conflicts of interest, both for the organization as a whole as well as individuals assigned to carry out this work.

8. Any further information/clarification can be sought.

MANAGER PROCUREMENT
National Disaster Risk Management Fund,
5th Floor, EOBI House, Mauve Area G-10/4**, Islamabad.**
Ph: +92(51)9108300 Ext: 415
Email:- muhammad.asif@ndrmf.pk

National Disaster Risk Management Fund

Hiring of Consulting Firm to conduct Institutional Performance Evaluation of NDRMF (2016-2025)

EOI Evaluation Sheet

Basic Information	
Name	
Address	
Email Address	
Contact	

Mandatory Criteria	M/s
Firm's Registration with authorized Government Department(s) as Legal Entity	
Having registration with Income & Sales Tax Departments – Provide the copy of Tax registration certificates for both	
Active on Income & Sales Tax (Provide ATL status)	
Affidavit confirming that: (a) applicant Consultant has never been blacklisted by any National, Government/Semi Government Organization and (b) All the information provided by the applicant Consultant is correct.	
Staus (Responsive/ Non-Responsive)	**Responsive/Non-Responsive**

Shortlisting Criteria

Criteria & Sub Criteria			Max. Marks	Marks obtained	Remarks
A	**Technical Competence: - [Max. Score = 70]** **•Must have minimum Ten (10) years of professional experience. (Firms shall provide documentary evidence to establish their experience).** **•Have successfully completed at least three (3) similar evaluation assignments during the last Seven (07) years. (Firms shall provide documentary evidence containing number, scale, and nature of the similar assignments completed).** **•Demonstrate experience in institutional, portfolio, programme, or organizational performance evaluations. (Firms shall provide documentary evidence to establish their experience & expertise).**		**70**		
A-1	Must have minimum Ten (10) years of professional experience. (Firms shall provide documentary evidence to establish their experience).	Min 10 Years =20 Marks Add 02 Mark for each additional year up to the next 05 Years Maximum Score= 30 Marks	30		
A-2	Have successfully completed at least three (3) similar evaluation assignments during the last Seven (07) years. (Firms shall provide documentary evidence containing number, scale, and nature of the similar assignments completed).	03 relevant projects/assignments = 10 Marks 04 relevant projects/assignments = 15 Marks More than 04 relevant projects/assignments = 20 Marks	20		
A-3	Demonstrate experience in institutional, portfolio, programme, or organizational performance evaluations. (Firms shall provide documentary evidence to establish their experience & expertise).	Experience in conducting at least two (02) said specialized evaluations = 10 Marks Experience in conducting at least four (04) said specialized evaluations = 20 Marks Maximum Score = 20 Marks	20		
Subtotal [A] =			**70**		

B	**Management System:** **Corporate profile indicating years of operations. Complete organogram along with availability of number of experienced professionals as per the TORs.**		Max. Marks **20**	Marks obtained	Remarks
B-1	Years of Operations	Comprehensive corporate profile demonstrating at least ten (10) years of operation and organizational growth = Up to 5 Marks	5		
B-2	Organogram	Clear organizational structure with defined reporting lines, governance arrangements, and management systems = Up to 5 Marks	5		
B-3	Pannel of Experts	Availability of qualified professionals/experts covering all areas of expertise required under the TORs = Up to 10 Marks	10		
Subtotal [B]			**20**		

C	**Latest audited financial statement from the last three years of the Consultant to check Financial Soundness**	Max. Marks **10**	Marks obtained	Remarks
The Bidder's net worth for the last three years, calculated as the difference between total assets and total liabilities, should be positive.		10		
Subtotal [C] =		**10**		
Total Marks [A+B+C]=		**100**		
Passing Marks=	**60**			

Terms of Reference (ToR) – Institutional Performance Evaluation of NDRMF (2016-2025)

1. Executive Summary

The National Disaster Risk Management Fund (NDRMF) intends to engage a qualified consulting firm to undertake an Institutional Performance Evaluation covering the period 2016-2025.

The evaluation will provide an independent assessment of NDRMF's institutional performance, operational effectiveness, governance systems, and the results achieved through a representative sample of NDRMF-financed interventions. It will identify institutional strengths, implementation challenges, lessons learned, and practical recommendations to strengthen future operations and support implementation of the NDRMF Business Strategy 2023-2033.

The assignment will adopt a mixed-methods approach consistent with the OECD-DAC Evaluation Criteria, combining document review, portfolio analysis, stakeholder consultations, and field verification. The evaluation will assess NDRMF's contribution to strengthening disaster risk reduction, climate resilience, disaster risk financing, and institutional capacity, based on available evidence. It is not intended to establish causal attribution through experimental or quasi-experimental methods.

The assignment shall be completed within sixteen (16) weeks from contract signing.

2. Background and Rationale

NDRMF is a Government-owned, not-for-profit company established in 2016 to finance and support initiatives that strengthen Pakistan's resilience to disasters and climate change. Since becoming operational, NDRMF has financed a diverse portfolio of interventions in disaster risk reduction (DRR), climate change adaptation (CCA), disaster risk financing (DRF), preparedness, resilient recovery, and institutional strengthening through federal and provincial government agencies and other Fund Implementing Partners (FIPs).

As NDRMF approaches a decade of operations, it is timely to undertake an independent evaluation to assess both institutional performance and the contribution of its investment portfolio to intended development outcomes. This is the first institution-wide performance evaluation commissioned by NDRMF. The evaluation will provide evidence on how effectively NDRMF's governance, systems, and operational arrangements have supported delivery of its mandate, and the extent to which its investments have contributed to strengthening disaster and climate resilience.

The findings will support organizational learning, strengthen accountability, and provide practical recommendations to improve institutional performance, enhance future investments, and inform implementation of the NDRMF Business Strategy 2023-2033.

3. Purpose and Objectives

3.1. Purpose

The purpose of this assignment is to undertake an independent Institutional and Portfolio Performance Evaluation of the NDRMF covering the period 2016-2025.

The evaluation will assess the effectiveness of NDRMF's institutional systems, governance arrangements, operational processes, and organizational performance, together with the performance of a representative sample of NDRMF-financed interventions. The evaluation will generate evidence on institutional effectiveness, portfolio performance, lessons learned, and development outcomes to support organizational learning and implementation of the NDRMF Business Strategy 2023-2033.

3.2. Objectives

The specific objectives of the evaluation are to:

1. **Assess Institutional Performance** by evaluating the effectiveness of NDRMF's governance, organizational systems, operational processes, fiduciary arrangements, and monitoring, evaluation and learning (MEL) systems.
2. **Assess Portfolio Performance** by evaluating the relevance, effectiveness, efficiency, sustainability and outcomes of a representative sample of NDRMF-financed interventions implemented during 2016–2025.
3. **Identify Development Outcomes** achieved through NDRMF's investment portfolio and assess the extent to which these interventions have contributed to strengthening disaster risk reduction, climate resilience, disaster risk financing, and institutional capacity.
4. **Identify Lessons Learned and Good Practices** to strengthen institutional effectiveness, improve programme design and implementation, and enhance future investments.
5. **Provide Actionable Recommendations** to improve institutional performance, portfolio management, organizational learning, and implementation of the NDRMF Business Strategy 2023-2033.

4. Scope of the Evaluation

The evaluation shall cover NDRMF's institutional and portfolio performance during the period 2016-2025. It will assess the effectiveness of NDRMF's institutional systems and the performance of a representative sample of NDRMF-financed interventions across major thematic areas.

The evaluation shall focus on the following three components.

4.1. Institutional Performance

The evaluation shall assess the effectiveness of NDRMF's institutional systems in delivering its mandate. The assessment shall include, but not limited to:

- Corporate governance and organizational arrangements;
- Strategic planning and performance management;
- Operational policies and business processes;
- Financial management, procurement and fiduciary systems;
- Monitoring, evaluation and learning (MEL) systems;

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- Knowledge management and institutional learning; and
- Internal coordination and organizational effectiveness.

The evaluation shall identify institutional strengths, operational challenges, and opportunities for improvement.

4.2. Portfolio Performance

The evaluation shall assess the performance of a representative sample of NDRMF-financed interventions implemented during the evaluation period.

The assessment shall examine

- relevance of interventions;
- achievement of planned outputs and outcomes;
- implementation efficiency;
- sustainability of results;
- implementation challenges and risks;
- good practices and innovation; and
- lessons learned for future programming.

The Consultant shall develop a sampling framework during the Inception Phase, subject to approval by NDRMF.

4.3. Portfolio Outcomes

Using available evidence, the evaluation shall assess how NDRMF's investment portfolio has contributed to:

- strengthening disaster risk reduction;
- enhancing climate resilience;
- improving disaster risk financing;
- strengthening institutional capacity; and
- supporting national resilience priorities.

The evaluation shall assess contribution of the portfolio to these outcomes based on available evidence and shall not seek to establish causal attribution.

4.4. Geographic Coverage

The evaluation shall include:

- NDRMF Headquarters;
- Relevant federal and provincial stakeholders;
- Fund Implementing Partners (FIPs); and
- A representative sample of project sites selected in consultation with NDRMF.

The final sample shall provide adequate representation of thematic areas, geographical regions, implementation modalities and project sizes.

4.5. Exclusions from the Scope

The following activities are outside the scope of this assignment:

- Financial, procurement or compliance audits;
- Engineering or technical quality audits;
- Detailed economic cost-benefit or econometric analysis;
- Counterfactual or experimental impact evaluations;

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- Evaluation of every individual NDRMF-funded project; and
- Comparative benchmarking of international resilience financing institutions.

Note: The Consultant shall prioritize depth of analysis over breadth of coverage.

5. Evaluation Approach and Methodology

5.1. Evaluation Approach

The evaluation shall adopt a **mixed-methods approach**, combining quantitative and qualitative techniques to assess institutional performance and portfolio performance. The methodology shall be consistent with internationally accepted evaluation standards and aligned with the **OECD-DAC Evaluation Criteria**.

The Consulting Firm shall propose a detailed methodology in its Technical Proposal. At a minimum, the methodology shall include the following components:

a. Document Review
b. Portfolio Analysis
c. Key Informant Interviews
d. Focused Group Discussions
e. Field Verification
f. Data Analysis and Triangulation

The Consulting Firm shall develop an **Evaluation Matrix** during the Inception Phase, linking the evaluation objectives, key evaluation questions, indicators, data sources, and data collection methods. The Evaluation Matrix shall be subject to NDRMF's review and approval.

The evaluation shall adopt a **representative sampling approach**. The Consulting Firm shall propose an appropriate sampling methodology during the Inception Phase to ensure adequate representation of thematic areas, geographical regions, implementation modalities and project sizes.

Gender equality, environmental and social safeguards, governance, institutional learning and knowledge management shall be considered as **cross-cutting considerations** throughout the evaluation.

5.2. Evaluation Criteria

The evaluation shall be guided by the OECD-DAC Evaluation Criteria and adapted to the context of NDRMF.

Evaluation Criteria	Focus of Assessment
Relevance	Alignment of institutional priorities and portfolio with national needs and strategic objectives.
Effectiveness	Achievement of intended outputs and outcomes
Efficiency	Utilization of institutional, financial and operational resources.
Impact	Contribution of NDRMF interventions to broader development outcomes, based on available evidence.
Sustainability	Likelihood that institutional improvements and project benefits will continue over time.

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The OECD-DAC criteria shall be applied proportionately to the institutional and portfolio performance components of the evaluation.

5.3. Quality Assurance

The Consulting Firm shall establish appropriate quality assurance mechanisms throughout the assignment, including internal peer review, evidence validation, and consistency checks before submission of each deliverable.

6. Key Evaluation Questions

The Institutional and Portfolio Performance Evaluation shall be guided by the OECD-DAC Evaluation Criteria and the objectives of this assignment. The Consultant may refine these questions during the Inception Phase; however, any proposed modifications shall be subject to NDRMF's approval.

6.1. Institutional Performance

Relevance

- To what extent are NDRMF's institutional mandate, strategies and systems aligned with national priorities, NDRMF Business Strategies and other relevant document?

Effectiveness

- How effective are NDRMF's governance, operational systems, fiduciary arrangements and monitoring, evaluation and learning (MEL) systems in delivering its mandate?

Efficiency

- To what extent have institutional resources, processes and systems been utilized efficiently?

Sustainability

- Are NDRMF's institutional systems and capacities adequate to sustain and strengthen future operations?

6.2. Portfolio Performance

Relevance

- To what extent have NDRMF-financed interventions addressed the needs and priorities of beneficiaries and stakeholders?

Effectiveness

- To what extent have the sampled interventions achieved their intended outputs and outcomes?

Efficiency

- Were the sampled interventions implemented efficiently in terms of time, cost and resource utilization?

Impact

- What evidence exists that the sampled interventions have contributed to strengthening disaster risk reduction, climate resilience, disaster risk financing and institutional capacity?

Sustainability

- To what extent are the benefits of the sampled interventions likely to continue beyond project completion?

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6.3. Organizational Learning

The evaluation shall also examine the following cross-cutting questions:

- What are the key institutional strengths and good practices that should be retained and expanded?
- What implementation challenges have affected institutional and portfolio performance?
- What lessons learned should inform future programming and institutional development?
- What strategic actions are required to strengthen NDRMF's institutional performance and portfolio management?

6.4. Evaluation Matrix

The Consulting Firm shall prepare a detailed Evaluation Matrix during the Inception Phase. The matrix shall establish clear linkages between:

- Evaluation objectives;
- Evaluation questions;
- Indicators;
- Data sources;
- Data collection methods; and
- Analytical approach.

The Evaluation Matrix shall be submitted as part of the Inception Report for review and approval by NDRMF.

Note: The Consultant is expected to focus on generating evidence that informs management decisions rather than responding to every evaluation question with equal depth. During the Inception Phase, the Consultant may refine and prioritize sub-questions based on the approved methodology, provided that all core evaluation criteria and objectives are adequately addressed.

7. Deliverables and Schedule

The Consultant shall complete the assignment within sixteen (16) weeks from the date of contract signing. A detailed work plan and Gantt chart shall be submitted as part of the Inception Report.

All deliverables shall be prepared in English, submitted in editable electronic format (MS Word, Excel, PowerPoint, and PDF where applicable), and shall become the property of NDRMF upon acceptance.

Deliverable	Description	Timeline	Payment Share
Inception Report	including detailed methodology, evaluation matrix, sampling strategy, work plan and data collection tools.	Within 2 Weeks of contract signing	10%

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Interim Progress Report and Presentation	summarizing progress, preliminary observations and completion of fieldwork.	Week 6	20%
Draft Institutional Performance Evaluation Report	including findings, conclusions, lessons learned and recommendations.	Week 13	45%
Validation Workshop and Management Presentation	to present and validate key findings with NDRMF.	Week 15	-
Final Institutional Performance Evaluation Report	incorporating NDRMF comments, Executive Summary, PowerPoint presentation and all supporting datasets.	Week 16	25%

Each deliverable shall be reviewed by NDRMF. Comments shall normally be provided within ten (10) working days of submission. The Consultant shall address all agreed comments before the deliverable is considered accepted. Acceptance of each deliverable shall constitute approval for the corresponding payment milestone.

Note: All reports shall emphasize analytical quality over descriptive reporting. Findings shall be supported by verifiable evidence, clearly distinguish between observations and conclusions, and present recommendations that are practical, prioritized, and linked to specific institutional or operational issues. Recommendations should indicate the suggested priority (High, Medium, or Low), proposed implementation timeframe (Short-, Medium-, or Long-term), and the institutional function primarily responsible for implementation.

8. Consultant Eligibility and Selection Criteria

8.1. Technical Competence:-

The Consulting Firm shall:

- Be legally registered with at least 10 years of professional experience.
- Have successfully completed at least three (3) similar evaluation assignments during the last seven
  (7) years.
- Demonstrate experience in institutional, portfolio, programme, or organizational performance evaluations.
- Propose a multidisciplinary team meeting the requirements specified in these ToRs.

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8.2. Experience in Similar Assignments

Similar assignments will be assessed based on the following parameters:

- Institutional and portfolio performance evaluations;
- Disaster risk management, climate resilience, or climate finance;
- Public sector governance and institutional strengthening; and
- Evaluations for governments, IFIs, UN agencies, or development partners.

9. Team Composition and Required Qualifications

The evaluation shall be undertaken by a consulting firm with demonstrated experience in institutional and programme evaluations, preferably in disaster risk management, climate resilience, public sector governance, development finance or related sectors.

The Consultant shall deploy a multidisciplinary team with the qualifications and experience necessary to complete the assignment within the agreed timeframe.

The minimum core team shall comprise the following positions:

Position	Minimum Qualification	Minimum Experience
Team Leader/ Institutional Performance Evaluation Specialist	• Master's degree in Public Policy, Development Studies, Economics, Disaster Management, Project Management, Evaluation, or a related discipline. • Demonstrated experience applying OECD-DAC evaluation criteria and internationally accepted evaluation methodologies. • Proven experience managing multidisciplinary consulting assignments.	At least **12 years** of professional experience in leading complex institutional or programme evaluations.
Institutional Governance and DRR Specialist	• Master's degree in Disaster Risk Management, Climate Change, Public Administration, Environmental Management, or a related field. • Demonstrated experience in institutional strengthening, governance, public sector reform, DRR, climate resilience, or resilience financing.	Minimum 10 years of relevant professional experience.
Monitoring, Evaluation and Data Specialist	• Master's degree in Monitoring and Evaluation, Statistics, Data Analytics, Economics, Project Management, or a related discipline. • Demonstrated experience in quantitative and qualitative data analysis.	Minimum 8 years of experience in programme evaluation and data analysis.

Social Inclusion and Stakeholder Engagement Specialist	• Master's degree in Social Sciences, Gender Studies, Development Studies, Anthropology, Sociology, or a related field.	Minimum 8 years of professional experience in stakeholder consultation, social inclusion, gender mainstreaming, or community engagement.
Non Key Experts (2 positions)	• Bachelor's or Master's degree in a relevant discipline. • Strong analytical, communication, and report-writing skills.	Minimum 3 years of professional experience in research, field coordination, data collection, or development programmes.

The proposed team shall collectively demonstrate expertise in:

- Institutional and organizational performance evaluation;
- Portfolio and programme evaluation;
- OECD-DAC evaluation methodologies;
- Mixed-methods research;
- Quantitative and qualitative data analysis;
- Stakeholder consultations and facilitation; and
- Report writing and presentation of evaluation findings.

The Team Leader shall be responsible for the overall quality, coordination and timely delivery of the assignment.
The Consultant may propose additional short-term specialists where considered necessary to strengthen the quality of the assignment. However, the minimum team requirements specified above shall be met.

9.1. Evaluation Principles

The Consultant shall conduct the assignment in accordance with the principles of:

- independence;
- impartiality;
- transparency;
- methodological rigour;
- confidentiality; and
- professional integrity.

Note: Given the implementation schedule, the Consultant shall demonstrate its capacity to mobilize the proposed team immediately upon contract signing and undertake concurrent analytical and field activities.

The Technical Proposal shall include a staffing schedule indicating the level of effort (person-days) for each key expert and the proposed deployment plan throughout the assignment.

10. Contract Management and Reporting Arrangements

The assignment shall be managed by the NDRMF. The Consulting Firm shall report to the Chief Executive Officer (CEO) through the designated Project Focal Person, who shall be responsible for day-to-day coordination of the assignment.

NDRMF shall:

- Provide relevant institutional and project documentation required for the evaluation;
- Facilitate access to key stakeholders and Fund Implementing Partners (FIPs);
- Coordinate field visits, where required;
- Review and provide consolidated comments on submitted deliverables; and
- Approve deliverables in accordance with the contract.

The Consulting Firm shall:

- Plan and execute the assignment in accordance with these Terms of Reference;
- Mobilize the proposed team of experts;
- Maintain regular coordination with NDRMF;
- Submit all deliverables within the agreed timeline;
- Ensure the quality and integrity of the evaluation; and
- Address comments provided by NDRMF prior to finalization of deliverables.

10.1. Reporting and Communication

All official communication shall be routed through the designated Project Focal Person. The Consulting Firm shall provide periodic progress updates and immediately notify NDRMF of any issues that may affect the quality or timely completion of the assignment.

10.2. Review and Approval of Deliverables

NDRMF shall review each deliverable and provide consolidated comments within **ten (10) working days** of submission. The Consulting Firm shall address agreed comments before resubmitting the revised deliverable for final approval.

10.3. Independence of the Evaluation

The Consulting Firm shall conduct the evaluation independently and objectively. While NDRMF will facilitate access to information and stakeholders, the findings, conclusions and recommendations presented in the evaluation reports shall remain the professional responsibility of the Consulting Firm.

Note: The Consultant shall submit a brief monthly progress update (not exceeding two pages) to the Technical Focal Person summarizing activities completed, planned activities for the following period, key risks, and any decisions required from NDRMF. These updates are intended solely for project management purposes and shall not constitute formal deliverables under the contract.

11. Ethical Standards and Data Ownership

The Consulting Firm shall conduct the assignment in accordance with internationally accepted professional and ethical standards, ensuring independence, impartiality, transparency and integrity throughout the evaluation process.
All information obtained during the assignment shall be treated as confidential and used solely for the purposes of this evaluation. The Consulting Firm shall not disclose or publish any information without the prior written approval of NDRMF.
All reports, datasets, presentations and other outputs prepared under this assignment shall

become the property of NDRMF. Upon completion of the assignment, the Consulting Firm shall submit all final deliverables and supporting data in editable electronic format.
The Consulting Firm shall declare any actual or potential conflict of interest that may affect the impartiality of the evaluation and shall immediately notify NDRMF if such a conflict arises during the assignment.

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Contractor's Representative and Key Personnel Schedule

Bidders should provide the names and details of the suitably qualified Contractor's Representative and Key Personnel to perform the Contract. The data on their experience should be supplied using the Form PER-2 below for each candidate.

Contractor' Representative and Key Personnel

1.	**Title of position:**	
	Name of candidate:	
	Duration of appointment:	[*insert the whole period (start and end dates) for which this position will be engaged*]
	Time commitment: for this position:	[*insert the number of days/week/months/ that has been scheduled for this position*]
	Expected time schedule for this position:	[*insert the expected time schedule for this position (e.g. attach high level Gantt chart*]
2.	**Title of position:**	
	Name of candidate:	
	Duration of appointment:	[*insert the whole period (start and end dates) for which this position will be engaged*]
	Time commitment: for this position:	[*insert the number of days/week/months/ that has been scheduled for this position*]
	Expected time schedule for this position:	[*insert the expected time schedule for this position (e.g. attach high level Gantt chart*]
3.	**Title of position:**	
	Name of candidate:	
	Duration of appointment:	[*insert the whole period (start and end dates) for which this position will be engaged*]
	Time commitment: for this position:	[*insert the number of days/week/months/ that has been scheduled for this position*]
	Expected time schedule for this position:	[*insert the expected time schedule for this position (e.g. attach high level Gantt chart*]
4.	**Title of position:**	
	Name of candidate:	
	Duration of appointment:	[*insert the whole period (start and end dates) for which this position will be engaged*]

	Time commitment: for this position:	[*insert the number of days/week/months/ that has been scheduled for this position*]
	Expected time schedule for this position:	[*insert the expected time schedule for this position (e.g. attach high level Gantt chart*]
5.	**Title of position:**	
	Name of candidate	
	Duration of appointment:	[*insert the whole period (start and end dates) for which this position will be engaged*]
	Time commitment: for this position:	[*insert the number of days/week/months/ that has been scheduled for this position*]
	Expected time schedule for this position:	[*insert the expected time schedule for this position (e.g. attach high level Gantt chart*]
6.	**Title of position:** *[insert title]*	
	Name of candidate	
	Duration of appointment:	[*insert the whole period (start and end dates) for which this position will be engaged*]
	Time commitment: for this position:	[*insert the number of days/week/months/ that has been scheduled for this position*]
	Expected time schedule for this position:	[*insert the expected time schedule for this position (e.g. attach high level Gantt chart*]

Form PER-2:
Resume and Declaration
Contractor's Representative and Key Personnel

Name of Bidder

Position [*#1*]: [*title of position from Form PER-1*]		
Personnel information	**Name:**	**Date of birth:**
	Address:	**E-mail:**
	Professional qualifications:	
	Academic qualifications:	
	Language proficiency:*[language and levels of speaking, reading and writing skills]*	
details		
	Address of Employer:	
	Telephone:	**Contact (manager / personnel officer):**
	Fax:	
	Job title:	**Years with present Employer:**

Summarize professional experience in reverse chronological order. Indicate particular technical and managerial experience relevant to the project.

Project	**Role**	**Duration of involvement**	**Relevant experience**
[main project details]	*[role and responsibilities on the project]*	*[time in role]*	*[describe the experience relevant to this position]*

Declaration

I, the undersigned *[insert either "Contractor's Representative" or "Key Personnel" as applicable]* , certify that to the best of my knowledge and belief, the information contained in this Form PER-2 correctly describes myself, my qualifications and my experience.

I confirm that I am available as certified in the following table and throughout the expected time schedule for this position as provided in the Bid:

Commitment	**Details**
Commitment to duration of contract:	*[insert period (start and end dates) for which this Contractor's Representative orKey Personnel is available to work on this contract]*
Time commitment:	*[insert period (start and end dates) for which this Contractor's Representative orKey Personnel is available to work on this contract]*

I understand that any misrepresentation or omission in this Form may:

(a) be taken into consideration during Bid evaluation;

(b) result in my disqualification from participating in the Bid;

(c) result in my dismissal from the contract.

Name of Contractor's Representative or **Key Personnel: [*insert name*]**

Signature: _____

Date: (day month year): _____

Countersignature of authorized representative of the Bidder:

Signature: _____

Date: (day/month/year): _____

Past Experience / Contracts

Contracts over *[insert amount]* during the last three years:				
Procuring Agency	Value	Year	Goods/Services Supplied	Country of Destination

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Financial Situation and Performance

[The following table shall be filled in for the Applicant and for each member of a Joint Venture]

Applicant's Name: *[insert full name]*
Date: *[insert day, month, year]*
Joint Venture Member Name: *[insert full name]*
IFP No. and title: *[insert IFP number and title]*
Page *[insert page number]* of *[insert total number]* pages

1. Financial data

Type of Financial information in (currency)	**Historic information for previous _[insert number] years, [insert in words] (amount in currency, currency, exchange rate*, PKR equivalent)**				
	Year 1	Year 2	Year 3		
Statement of Financial Position (Information from Balance Sheet)					
Total Assets (TA)					
Total Liabilities (TL)					
Total Equity/Net Worth (NW)					
Current Assets (CA)					
Current Liabilities (CL)					
Working Capital (WC)					
Information from Income Statement					
Total Revenue (TR)					
Profits Before Taxes (PBT)					
Cash Flow Information					
Cash Flow from Operating Activities					

* Refer ITA 14 for the exchange rate

3. Financial documents

The Applicant and in case of JV, members of JV shall provide copies of financial statements for *[number]* years pursuant Section III, Qualifications Criteria and Requirements. The financial statements shall:

(a) reflect the financial situation of the Applicant or in case of JV member, and not an affiliated entity (such as parent company or group member).

(b) be independently audited or certified in accordance with local legislation.

(c) be complete, including all notes to the financial statements.

(d) correspond to accounting periods already completed and audited.

☐ Attached are copies of financial statements[1] for the *[number]* years required above; and complying with the requirements.

[1] If the most recent set of financial statements is for a period earlier than 12 months from the date of Application, the reason for this should be justified.