

INVITATION TO BIDS

Procurement of HR Consulting Services

Pakistan LNG Limited (PLL) is a wholly owned subsidiary of Government Holdings Private Limited (GHPL) and has been mandated by the Government of Pakistan to manage the import of LNG, its Storage & regasification. **Pakistan LNG Limited** intends to invite electronic bids from reputable firms registered with the Income Tax and Sales Tax Departments for the Procurement of HR Consulting Services.

E-bidding documents as per regulations, containing detailed terms and conditions, specifications, and requirements, etc are available, for the registered bidders on EPADS at www.eprocure.gov.pk and PPRA also on PLL website www.paklng.com.

The Electronic bids must be submitted by using EPADS on or before **12:00 pm on 25th Feb, 2026**. Manual bids shall not be accepted. Electronic bids will be opened on the same day at **12:30 pm**.



**HEAD OF HR & ADMN
PAKISTAN LNG LIMITED**

9th Floor Petroleum House,
Ataturk Avenue, G-5/2, Islamabad

Phone no: 051-8744183-4

Email: hr@paklng.com

PAKISTAN LNG LIMITED

Bidding Document

for

Provision of HR Consulting Services.

Tender No.: PLL/HR/01/2026-02
Bid Submission: 25th Feb 2026 at 12:00 p.m.
Bid Opening: 25th Feb 2026 at 12:30 p.m.



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INTRODUCTION

Pakistan LNG Limited (PLL) invites proposals from reputable, qualified, and experienced firms/consultants for the provision of HR Consulting Services.

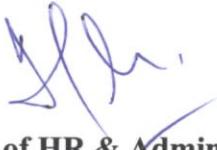
The objective of this assignment is to engage a qualified firm/consultant to review and update Pakistan LNG Limited's Human Resource (HR) Manual to ensure that its remuneration structure and HR policies are competitive, transparent, and aligned with industry standards within the **Oil & Gas and Exploration & Production (E&P)** sectors in Pakistan.



INVITATION TO BID

1. Pakistan LNG Limited (hereinafter referred to as “PLL” or the “Company”) invites bids through EPADS for the review and updating of its Human Resource (HR) Manual.
2. A single-stage two-envelope process will be adopted where the bidders are required to submit their bids in accordance with this Bid Document.
3. The bidders may download the tender document from the Company’s website i.e. www.paklng.com, PPRA website or EPADS i.e. <https://eprocure.gov.pk>.
4. The Bids shall be uploaded in PDF format on EPADS portal i.e. <https://eprocure.gov.pk> on or before 25th Feb 2026 at 12:00 p.m. Bids will be opened at 12:30 p.m. on the same day at PLL’s office 9th Floor, Petroleum House, Ataturk Avenue G-5/2, Islamabad. Bidders’ authorized representative(s) will be allowed to attend the bid opening.
5. Bidders are requested to go through ‘Instruction to Bidders’ to acquaint themselves with the details of the bidding process including the Company’s correspondence details, bid submission deadline, bid opening date, bid validity, deviations, and technical and financial bid submission details. Bids are to be submitted in accordance with the procedure as set out in the Bid Document.
6. The Bidder must be registered with FBR for the GST and Income tax, if applicable.
7. PLL reserves the right to accept/reject any or all bids or to annul the bidding process in its entirety without assigning any reason and without assuming any liability as per Rule 33(1) of PPRA Rules.
8. The Bidder must provide information on its postal address, telephone number, fax number, NTN number, sales tax registration number, email address, and names of the key person(s) in their organization.
9. This letter is not to be construed in any way as an offer of contract. In case of award of contract, this bid may, however, form the basis for a contract between Bidder and PLL.

Sincerely,



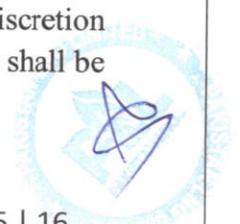
Head of HR & Administration
Pakistan LNG Limited,



INSTRUCTIONS TO BIDDERS

The objective of "Instructions to Bidders" is to provide bidders information to submit bids in response to this Bidding Document (BD) according to the requirements defined in this BD and in the same order/sequence as set forth in this BD. Bidders are required to fulfill the below requirements for their bids:

- 1) Bidders must submit their technical and financial bids in PDF format on EPADS on or before the bid closing deadline.
- 2) For the sake of clarity, it may be noted that single stage two envelope procedure will be adopted. The bidders are required to prepare their bids in accordance with this Bid Document and the same shall be uploaded on EPADS before closing deadline
- 3) Original Bid Bond in form of a demand draft/pay order equivalent to PKR 125,000/- drawn in favor of "Pakistan LNG Limited" shall be submitted on or before the bid submission date at PLL's Office 9th Floor Petroleum House, Ataturk Avenue G-5/2, Islamabad, otherwise bid will be rejected. A copy of the demand draft/pay order should be uploaded on EPADS as well.
- 4) The Bid Bond of unsuccessful Bidders will be returned within 15 days after the announcement of evaluation results on PPRA website. The Bid Bond of successful Bidders will be returned within three months of the issuance of purchase order. The bid bond will be forfeited in case the SUCCESSFUL BIDDER fails or delays accepting the fully termed purchase order.
- 5) Selected bidder must submit Performance Bond of 10% of Bid value in favor of Pakistan LNG Limited in the form of Pay Order before signing of Contract.
- 6) Each bidder shall submit only one bid; multiple submissions of bids shall render the bidder disqualified.
- 7) The bidder will have to comply with all laws applicable in Islamic Republic of Pakistan.
- 8) Bid validity will be 120 days after the submission of proposals.
- 9) The bid bond may be forfeited in case of the occurrence of any of the following:
 - a) Bidder withdraws its bid before the bid validity date.
 - b) Bidder fails to extend the validity period of the bid bond to match any extension of the bid validity date in accordance with the terms and conditions of this BD.
- 10) The bidders will submit their bid in accordance with the terms and conditions of the BD. All the pages of the Technical & Financial bids may be sequentially numbered.
- 11) A prospective bidder seeking clarification on the bid documents should seek such clarification via EPADS at least one week prior to the bid submission deadline. Responses to such requests for clarification will be provided in writing through EPADS.
- 12) Bids must be uploaded on EPADS on or before the Bid Closing Date and Time specified in Bid Data Sheet.
- 13) Within the original validity of the bids, PLL may request the bidders to extend their bid validity for another period not exceeding the original bid validity. The bidder who chooses not to extend their bid validity as may be required by PLL; bid will be deemed withdrawn, and their bid bond shall be returned.
- 14) The language of the bids shall be English. Any printed literature/documents/certificates etc. furnished by the bidders in another language shall be accompanied by an English translation which shall govern for purposes of interpretation.
- 15) To assist in the examination, evaluation, and comparison of bids, PLL may at its discretion ask the bidder for clarification of bid. The request for clarification and the response shall be through EPADS.



- 16) PLL may hold a prospective bidders' Pre-bid Meeting at PLL Islamabad office as may be decided by PLL to which prospective bidders will be invited. Prospective bidders may attend the Pre-bid Meeting at their own cost.
- 17) PLL reserves the right to amend, modify, supplement, or withdraw this BD or extend the deadline for submission of the bid at any time and to reject all the bids received and annul this process without assigning any reason/cause and without assuming any liability or obligation on its part.
- 18) Bidders shall submit their technical bids as per the requirements mentioned in **Annexure-II**.
- 19) Duly completed, signed, and stamped Price Schedule shall be submitted as a financial bid. Prices will be quoted in Pak Rupees; any other currency will be rejected. While submitting their bids, bidders shall be responsible for including all applicable duties/taxes/levies, etc. (Federal and/or Provincial) and out-of-pocket expenses in their quoted rates. Omission, if any, shall be the sole responsibility of the bidder. All taxes and duties shall be borne by the bidder as per applicable laws. PLL will not be responsible for any erroneous calculation of taxes, or any differences arising out of tax incidence and computation and shall be fully borne by the successful bidder.
- 20) The bidders participating in the bidding process are required to adhere to all the laws as promulgated by the Government of Pakistan for the time being in force. Upon completion of the bidding process, the terms and conditions as agreed between the parties will not be altered or amended.
- 21) The successful bidder shall be responsible for complying with all the local laws of Pakistan and fulfilling all requirements thereof.
- 22) The bids will be rejected if any of the following shortcomings occur:**
- a. Form of Bid, on bidders' letter head, with signatures and official stamp is not uploaded on EPADS.
 - b. Bid bond is not submitted on or before the bid submission date.
 - c. Bids must contain a Certificate of Incorporation, Company/Firm's Registration Certificate, SECP registration, etc. (whichever is applicable).
 - d. Bids submitted without Tax authorities' registration certificates and bidder not appearing on Active Taxpayer list of FBR.
 - e. Bid having not fully filled-in/quoted price schedules or quoted in currency other than Pak Rupees (PKR).
 - f. Bid is un-signed, partial, conditional, alternative.
 - g. Bidder has been found blacklisted during evaluation stage or prior to the award of contract.
 - h. Multiple bid submissions, either jointly or severally, shall render the bidder disqualified.
 - i. Bidder(s) engages in corrupt or fraudulent practices during the process.
 - j. An affidavit is not submitted to the effect that bidder is an independent company/firm, and not the agent, subsidiary, or holding of any company/firm having a business relationship with PLL in any manner whatsoever.
- 23) The bids will be evaluated as per the evaluation criteria provided in **Annexure-III**. Financial bids of technically qualified bidders will be opened in the presence of their

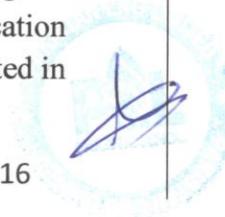


representatives who choose to attend. The contract will be awarded on the Quality and Cost Based Selection (QCBS) method, on a 70% quality and 30% cost basis.

- 24) The bidders shall bear all costs/expenses associated with the preparation and submission of the bids and PLL shall in no case be responsible/liable for those costs/expenses.
- 25) The bids shall be opened at the specified time and place in the presence of the authorized representatives of the bidders who choose to attend.
- 26) During the examination, evaluation, and comparison of the bids, PLL at its sole discretion may ask any bidder for clarifications of its bid. The request for clarification and the response shall be in writing/email. However, no change in the price or substance of the bid shall be sought, offered, or permitted after bid submission.
- 27) Bids submitted via email or fax shall not be entertained.
- 28) PLL does not accept:
 - a) any responsibility arising in any way for any errors in or omissions from any information or for any lack of accuracy, completeness, currency, or reliability of any data or information, including all written or oral information made available to the bidder or its advisors during the bidding process and responses to requests for information/clarification and questions raised by a bidder; or
 - b) any liability for any loss or damage suffered or incurred by the bidder or any other person, whether directly or indirectly, because of or arising out of that person placing any reliance on the information or its accuracy, completeness, currency, or reliability.
- 29) The Bidder agrees to:
 - a) Conduct his/her own investigation and analysis regarding any information, statements, or representations contained in the information and will rely on his/her own enquiries and seek appropriate professional advice.
 - b) Not to rely on any representation or warranty (express or implied) as to the accuracy, completeness, currency, or reliability of the information.
- 30) The decision of PLL shall be final and PLL will not be liable for any loss or damage to any party acting in reliance thereon.
- 31) PLL reserves the right to forfeit the Bid Bond of the Bidder who breaches any terms and conditions of this BD.
- 32) Bidder must also comply with all other requirements of Federal Board of Revenue (FBR) Pakistan.
- 33) Completion time for the work is 30 days after issuance of Letter to Proceed (LTP). Liquidated Damages (LD) will be charged at a rate of 0.1% per day up to maximum of 10% of the bid value.

34) Dispute Resolution:

All disputes, controversies or differences that may arise between the Parties arising out of or in connection with this Agreement, shall be settled amicably through mutual negotiations in good faith. All such disputes that are not settled amicably within 60 days from the date of notification of such dispute shall be referred to arbitration. The arbitration proceedings shall be conducted in



accordance with the Arbitration Act, 1940, or any amendment thereof and decided by a sole arbitrator, who shall be a retired judge of the High Court of Pakistan and shall be appointed by the mutual consent of both the Parties. The decision of the arbitrator shall be final and binding on the Parties. The arbitration shall be held at Islamabad. Arbitration shall be condition precedent to any other action/remedy under the law. Both Parties agree to contribute equally towards the cost of arbitration proceedings.

35) Governing Law and Jurisdiction:

This Agreement shall be subject to and construed in accordance with the laws of the Islamic Republic of Pakistan and will be subject to the exclusive jurisdiction of the Courts of Islamabad having competent jurisdiction.

ANNEXURE-I: TERMS OF REFERENCE (TORs):**a) Scope of Services**

The Consultant shall perform a three-phased review and benchmarking exercise as follows:

Compensation & Benefits Benchmarking

- **Existing Structure Review:** Conduct a detailed review of the current salary scales.
- **Market Survey:** Execute a comprehensive compensation and benefits survey targeting peer companies in the Oil & Gas and E&P sectors.
- **Gap Analysis:** Identify anomalies and gaps between PLL's current offerings and the market 50th, 75th and 90th percentiles.
- **Recommendations:** Propose a market-based salary structure and corrective measures for identified anomalies.

HR Manual & Policy Gap Analysis & Industry Alignment

The Consultant shall conduct a comprehensive diagnostic review of the existing Human Resource Manual (Service Rules) and associated SOPs to identify areas of non-compliance, obsolescence, or deviation from the Oil & Gas and E&P industry best practices.

Diagnostic Review of Existing HR Framework

- **Structure & Applicability Review:** Evaluate the clarity and scope of current definitions, applicability, and the procedures for manual updates to ensure they meet modern governance standards.
- **Benefits Benchmarking:** Conduct a detailed gap analysis of current "Total Rewards," including allowances and other benefits, comparing them with benchmark companies, including, but not limited to, Monetary Compensation (Salaries & Allowances), Retirement Benefits, Health & Life Insurance, Leave entitlements, Travel allowances, OPD entitlements including dental, etc.
- **Recommendations:** Propose market based and improved HR Manual.

b) Deliverables & Timeline

The Consultant shall provide the following deliverables:

- **First Draft Report:** Comprehensive analysis of survey findings and initial HR policy recommendations within eight (8) weeks).
- **Second Draft Report:** Refined report incorporating feedback from the Client (PLL) to be submitted within four (4) weeks).
- **Final Consolidated Report:** A roadmap for implementation, including tabulated salary structures and graphical market comparisons within two (2) weeks.
- **Board Presentation:** A detailed presentation to the HR Committee of PLL Board of Directors regarding the final findings and strategic recommendations.

Comparative Analysis Requirements

The review must specifically compare PLL against industry benchmarks in all compensation & benefit categories.

Client Responsibilities

- **Feedback:** PLL shall provide feedback on draft reports within **one (1) week** of receipt.
- **Access:** Provision of all necessary internal data to the consultant.



c) Payment Terms

All payments due under this Agreement to HR consulting firm / Company shall be made in accordance with this Agreement. In this connection PLL shall deduct at source all applicable taxes, duties, levies in force at the time of payment before making the disbursement.

The HR consulting firm / Company shall be solely responsible for all payments, liabilities and all other obligations of whatsoever nature pertaining to its employee(s) who shall be deputed for completion of the assignment. The HR consulting firm / Company shall make all arrangements for carrying out the assignment on its own i.e. logistic /administrative etc. under this agreement and shall in no way bear any liability on PLL.

The payment will be made through cheque to the HR consulting firm / Company after submission of invoice / bill having GST invoice duly signed / stamped by the Authorized Representative of the HR consulting firm / Company and, after deduction of all types of applicable taxes at source applicable at the time of payment.

All payments under the Agreement shall be made subject to issuance of completion certificate of all deliverables by HR representative of PLL.

PAYMENT SCHEDULE

- 20% of total fee on award of assignment
- 20% of total fee on submission of first draft
- 20% of total fee on submission of second draft
- 40% of total fee on presentation and submission of final report and acceptance by the PLL Board of Directors

ANNEXURE-II: TECHNICAL BID REQUIREMENTS

Bidders shall use the following matrix as an index to their technical bid. The technical bids shall be evaluated/scored in accordance with the information detailed below:

1. ELIGIBILITY RESPONSE CHECKLIST

Sr. No.	Necessary Eligibility Information	Evidence Attached (Yes / No)
1	Profiles of professional team members with at least Five (5) HR consultants with at least 5 years' relevant experience each.	
2	Experience in providing HR Consultancy; Compensation & Benefits benchmarking assignments; HR Manual / HR Policy review assignments; Relevant Experience with Oil & Gas / E&P clients in Pakistan; Relevant Experience in Public Sector Organizations; Note: Attach detailed proof of experience with names of clients and their addresses.	
3	Approach and Methodology: Approach and methodology for carrying out the assignment. Work Plan: Work plan against the main activities of the assignment.	
4	Proof of Revenue and Financial Strength of the Firm. Attach last year's audited financial statement.	



2. KEY MANAGEMENT STAFF INFORMATION

Sr. #	Required Information	Response		
1	Name			
2	Position			
3	Firm Name			
4	Age			
5	Years of association with the firm			
6	Core professional area of work			
7	Assigned tasks in this firm			
8	Please name similar assignment undertaken by the individual			
10	Specific role of the individual in this activity			
Please provide information on additional experience in HR				
11	Position	Employer	Duration	
			From	To
Educational Qualifications				
12	Degree/Diploma/Certificate	Year	Institution	Specialty



ANNEXURE-III: EVALUATION CRITERIA

The evaluation committee shall evaluate the bids based on responsiveness to the scope of work and evaluation criteria provided herein.

1. Technical Evaluation Criteria:

SECTION 1 – FIRM’S EXPERIENCE & TRACK RECORD (55 MARKS)				
Sr. No.	Criterion	Maximum Marks	Marks Awarded	Remarks, if any
1	Overall Experience in providing HR Consultancy (One mark for each year, maximum 10 marks)	10		
2	Compensation & Benefits benchmarking assignments done in last five years (3 marks per assignment, maximum 12 marks)	12		
3	HR Manual / HR Policy review assignments done in last five years (3 marks per assignment, maximum 12 marks)	12		
	Subtotal 1.1	34	0	
4	Relevant Experience with Oil & Gas / E&P clients in Pakistan in last five years (3 marks per client, maximum 12 marks)	12		
5	Relevant Experience in Public Sector Organizations in last five years (3 marks per client, maximum 9 marks)	9		
	Subtotal 1.2	21	0	
	Total Section 1	55	0	
SECTION 2 – TEAM COMPOSITION & KEY PERSONNEL (20 MARKS)				
Sr. No.	Criterion	Max Marks	Marks Awarded	Remarks
6	At least five team members with relevant experience above 5 years - 10 marks; Three to four members with relevant experience above 5 years - 7 marks; Less than three members with relevant experience above 5 years - 4 marks	10		
7	At least five team members with post-graduate degree - 10 marks; Three to four members with post-graduate degree - 6 marks; Less than three members with post graduate degree - 2 marks	10		
	Total Section 2	20	0	
SECTION 3 – METHODOLOGY & TOR COMPLIANCE (10 MARKS)				
Sr. No.	Criterion	Max Marks	Marks Awarded	Remarks
8	Methodology and Work Plan clearly defined	4		
9	Compensation benchmarking explicitly confirmed	3		
10	HR Manual / policy review explicitly confirmed	3		
	Total Section 3	10	0	
SECTION 4 – FINANCIAL STRENGTH OF THE FIRM (15 MARKS)				
Sr. No.	Criterion	Max Marks	Marks Awarded	Remarks
11	Average Annual Revenue PKR 50 million or more - 15 Marks; PKR 30 million to 50 million - 10 Marks; Less than PKR 30 million - 5 Marks	15		
	Total Section 4	15	0	
	TOTAL TECHNICAL SCORE	100	0	

Note:

- Marks shall be awarded strictly based on documentary evidence provided in the proposal.
- At least 70% marks should be secured to qualify.

2. Financial Evaluation Criteria

Financial bids will be opened only for those companies/firms that secure at least 70 marks in the technical evaluation. The criteria for evaluation of financial bids are as follows:

Criteria	Points
The lowest financial bid will obtain the highest Financial Score (FS).	Formula for award of marks is as under: $FS = 100 \times (\text{Lowest Financial Bid Value} / \text{Financial Bid Value to be evaluated})$

Final Score

Weightage for Technical Bids (TW): (Marks Obtained out of 100) x 70/100

Weightage for Financial Bids (FW): Financial Score (FS) x 30/100

Final Score shall be calculated as per the following formula:

Final Score = Weightage for Technical Bids (TW) + Weightage for Financial Bids (FW)

The contract will be awarded to the firm /company obtaining highest rank in Final Score.

NOTE: In case two or more bidders obtain same Final Score then preference will be given to the bidder having the highest marks in technical evaluation stage.

FORM OF BID

Pakistan LNG Limited,
Petroleum House, 9 Floor,
Ataturk Avenue, G-5/2, Islamabad.
Phone No. 051-8744183-4

Dear Sir

Reference your Tender No. _____ for Procurement of Provision of HR Consulting Services.

1. We, hereby submit our complete bid along with all the requirements as per the Bidding Documents (BD). We acknowledge that PLL is not bound to accept any bid in this regard and reserve the right to accept any offer and to annul the bidding process and reject all bids without assigning any reason or having to owe any explanation whatsoever.
2. If our bid is accepted and we are declared successful bidder, we at our own expense will provide, within the timelines as provided in the BD or as communicated by PLL, the performance security as per the requirements of the BD.
3. We agree to abide by this BD for a period of one hundred and twenty (120) days from the technical bid opening date or any extension thereto granted, and it shall remain binding upon us and can be accepted at any time before the expiration of this period.
4. We hereby undertake and confirm that M/s [name of Bidder] and its employee(s) are not blacklisted by any government, semi-government, autonomous or state-owned organization of Pakistan and their cases regarding blacklisting are not under trial by any Court of Law.
5. We submit herewith our technical and financial bids including the requisite bid bond.
6. We do hereby appoint and authorize Mr./Ms. (full name and official address) who is presently employed with us and holding the position of [(designation)] in [name of the Bidder] to do in our name and on our behalf, all such acts, deeds and things necessary in connection with or incidental to our subject bid including signing and submission of all documents and providing information/responses to PLL in all matters including but not limited to clarifications etc., in connection with our bid till the award of the contract. We hereby agree to ratify all acts, deeds and things lawfully done by our said authorized representative pursuant to this authorization and that all acts, deeds and things done by our aforesaid authorized representative shall and shall always be deemed to have done by us.
7. The decision of PLL shall be final and PLL will not be liable for any loss or damage to any party acting in reliance thereon.
8. We have gone through the terms/conditions of this BD and have found the document in whole as non-biased to any company/bidder/vendor or product/ brand. We hereby undertake and firmly bound ourselves to abide by/ comply with all sections / conditions of this BD. We do not have any objection/comment on any clause/section/article and fully understand the documents as compliant with PPRA Rules.
9. We undertake that all the information submitted by us is correct and true to the best of our knowledge and belief and nothing has been concealed and misstated by us in the bid. In case any information is found wrong, misleading or misstated in this bid, the same may lead to rejection of our bid and our disqualification.
10. We declare that our bid is our only and final offer, and no unsolicited offer of any description shall be made for consideration of the PLL.

We remain,
Yours' sincerely

[Bidder's Official Stamp]

Authorized Signature: _____
Name and Title of Signatory: _____
Name & Address of Firm: _____
Cell No. of Signatory: _____
e-mail address of Signatory: _____
Mailing address of Signatory: _____

Acceptance by representative authorised at Clause 6 above:

Signatures of Authorised Representative: _____
Name and Title: _____
Name & Address of Firm: _____
Cell No.: _____
e-mail address: _____
Mailing address: _____

