

Request for Proposal (RFP) for Engagement of
Firms to carry out **due diligence exercise on
compensation of JICs & DFI**



Government of Pakistan
Ministry of Finance and Revenue
(Finance Division)

BIDDING DOCUMENTS

Request for Proposal (RFP) for Engagement of Firms to carry out **due diligence exercise on compensation of JICs & DFI**

SINGLE STAGE–TWO ENVELOPES (SSTE) BIDDING PROCEDURE

PPRA e-Procurement portal-EPADS at www.eprocure.gov.pk

Ministry of Finance and Revenue
(Finance Division)

TABLE OF CONTENTS

Description

INVITATION FOR BIDS

INSTRUCTIONS TO BIDDERS

A. General

- IB.1 Scope of Bid
- IB.2 Completion of Bid
- IB.3 Eligible Bidders
- IB.4 One Bid Per Bidder
- IB.5 Cost of Bidding
- IB.6 Language of the proposal and other documents

B. Bidding Documents

- IB.7 Contents of Bidding Documents
- IB.8 Clarification of Bidding Documents
- IB.9 Amendment of Bidding Documents

C. Preparation of Bids

- IB.10 Language of Bid
- IB.11 Documents Comprising the Bid
- IB.12 Bid Prices
- IB.13 Currencies of Bid and Payment
- IB.14 Bid Validity
- IB.15 Bid Security
- IB.16 Pre-Bid Meetings
- IB.17 Format and Signing of Bid

D. Submission of Bids for Single Stage Two Envelope Bidding Procedure

- IB.18 Sealing and Marking of Bids
- IB.19 Deadline for Submission of Bids
- IB.20 Late Submitted Bids
- IB.21 Late Received Bids
- IB.22 Modification, Substitution and Withdrawal of Bids

E. Bid Opening and Evaluation for Single Stage Two Envelope Bidding Procedure

- IB.23 Bid Opening
- IB.24 Process to be Confidential
- IB.25 Clarification of Bids
- IB.26 Examination of Bids
- IB.27 Bids Responsiveness
- IB.28 Evaluation and Comparison of Bids

F. Award of Contract

- IB.29 Award
- IB.30 Employer's Right to accept any Bid and to reject any or all Bids
- IB.31 Notification of Award
- IB.32 Performance Security
- IB.33 Signing of Contract Agreement
- IB.34 General Performance of the Bidders
- IB.35 Integrity Pact
- IB.36 Instructions not Part of Contract
- IB.37 Evaluation & Qualification criteria

Documents check list

Data sheet

Bidding data

Letter of technical bid

Letter of financial bid

Appendix-A to proposal

Integrity Pact

FORMS

- **Form A-1: General Experience Record (Annual Turnover Data)**
- **Form A-2: Particular Experience Record**
- **Form A-3: Details of Contracts of similar Nature and complexity**
- **Form A-4: Candidate Summary**
- **Form A-5: Financial Capability**
- **Form A-6: Litigation History**
- **Form A-7: Additional Information**
- **Form A-8: BID SECURITY (Bank Guarantee)**
- **Form A-9: FORM OF PERFORMANCE SECURITY (Bank Guarantee/ Insurance Bond)**
- **Form A-10: FORM OF CONTRACT AGREEMENT**

INSTRUCTIONS TO FIRMS / CONSULTANTS /PROPOSER

(Note: These Instructions to Bidders/Proposer along with Bidding Data Sheet **will not** be the part of the Contract and will cease to have effect once the contract is signed.)

A. GENERAL

IB.1 Scope of Bid

- 1.1 The purpose of this Request for Proposal (RFP) is to select suitable Firms to conduct a due diligence exercise on compensation of Joint Investment Companies (JICs) / DFIs set up by the Government of Pakistan with various bilateral partners.
- 1.2 Engage a firm to conduct a comprehensive, risk-adjusted compensation due diligence of CEOs and key management of JICs/DFIs, covering all monetary and non-monetary benefits, assessing alignment with developmental mandates and risk exposure, and designing a performance-linked compensation framework.

IB.2 Scope of work

2.1 Comprehensive Compensation Mapping

- i. Full review of fixed pay, bonuses.
- ii. Deferred compensation, pensions, gratuity, severance, etc.
- iii. Actuarial valuation (APV) of perks: housing, vehicles, travel, medical, allowances, entertainment
- iv. Review of employment contracts (renewals, change-of-control, non-compete, severance)
- v. Quantification of hidden, contingent, and off-book benefits where applicable

2.2 Market Benchmarking & Risk-Adjusted Compensation Analysis

- i. Benchmarking against:
 - a. Domestic banks
 - b. Peer institutions
- ii. Analysis includes percentile positioning (P25–P90), pay-to-risk, pay-to-productivity, development output
- iii. Risk metrics: asset deployment, treasury concentration, interest-rate sensitivity, credit risk/NPLs, liquidity mix, operational complexity
- iv. Development Mandate Intensity Index (DMII)
- v. Computation of Compensation Risk-Weighted Score (CRWS) per entity

2.3 Development-Linked KPI Framework

KPIs linked directly to developmental impact, not treasury or other risk-free income,

covering:

- i. **Development KPIs:** advances-to-assets, SME/project finance growth, sector diversification, co-financing leverage, infrastructure financing.
- ii. **Governance KPIs:** the strength of internal controls, audit and risk-management maturity, reduction in related-party exposures, and compliance with Ministry of Finance, SBP, and applicable regulatory requirements. Financial KPIs: RAROC, EVA, cost-to-income, reduced repo dependence.
- iii. **Behavioral/Strategic KPIs:** leadership, execution, board engagement
- iv. **Includes** KPI weighting, multi-year measurement, deferrals (3–5 years), clawbacks and malus provisions.

2.4 Reform & Implementation Recommendations

- i. Revised salary bands and pay mix
- ii. KPI calibration and scoring mechanisms
- iii. Revised contract templates (deferral, clawback, performance gates)
- iv. Board-approved transition roadmap with 12–24 month phased implementation

Deliverables

1. Compensation Due Diligence Report
2. New Compensation Architecture & Pay Philosophy
3. Development-Linked KPI Framework
4. Governance & Remuneration Reform Toolkit
5. Policy & Implementation Roadmap
6. Final presentation to AFS (Corporate Finance)

Methodology & Timeline

- i. Duration: 8–10 weeks (data → modelling → validation → final delivery)

Eligibility

Firms with:

- i. 10+ years financial-sector advisory experience
- ii. Proven financial sector compensation expertise
- iii. Proprietary global compensation datasets

Expected Outcomes

- i. Performance-driven, transparent compensation framework
- ii. Pay aligned with **development impact and risk**, not passive treasury returns
- iii. Stronger governance, accountability, and alignment with MoF reform agenda.

IB.3 Eligible Bidders

3.1 The successful Bidder should complete the works within the specified time. This Invitation for Bids is open to all Bidders meeting the requisite criteria:

IB.4 One Bid per Bidder

4.1 Each Bidder shall submit only one bid.

IB.5 Cost of Bidding

- 5.1 The Bidders shall bear all costs associated with the preparation and submission of their respective bids and the Finance Division will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.

IB.6 Language of the proposal and other documents

- 6.1 The proposal prepared by the firms/ consultants and all correspondence and documents relating to the proposal exchanged by the firms and Finance Division shall be written in the English language.

B. BIDDING DOCUMENTS

IB.7 Contents of Bidding Documents

- 7.1 The Bidding Documents, in addition to invitation for bids, are those stated below and should be read in conjunction with any Addenda issued in accordance with Clause IB.9.
1. Instructions to Bidders.
 2. Bidding Data Sheet.
 3. Form of Bid.
 4. Form of Contract Agreement.
- 7.2 The Bidders are expected to examine carefully the contents of all the above documents. Failure to comply with the requirements of bid submission will be at the Bidder's own risk. Bids which are not substantially responsive to the requirements of the Bidding Documents will be rejected.

IB.8 Clarification of Bidding Documents

- 8.1 Any prospective Bidder requiring any clarification(s) in respect of the Bidding Documents may notify the Finance Division in writing at the address indicated in the Invitation for Bids.

IB.9 Amendment of Bidding Documents

- 9.1 At any time prior to the deadline for submission of proposal ,the Finance Division may, for any reason, whether at his own initiative or inresponse to a clarification requested by a prospective Bidder, modify the Bidding Documents by issuing addendum.
- 9.2 Any addendum thus issued shall be part of the Bidding Documents pursuant to IB 7.1 thereof and shall be communicated in writing. Prospective Bidders shall acknowledge receipt of each addendum in writing to the Employer.
- 9.3 To afford prospective Bidders reasonable time in which to take an addendum into account in preparing their bids, the Finance Division can extend the deadline for submission of bids in accordance with Clause IB.20.

C. PREPARATION OF BIDS

IB.10 Language of Bid

- 10.1 The bid and all correspondence and documents related to the bid exchanged by a Bidder and the Finance Division shall be in the bid language stipulated in the Bidding Data Sheet and Particular Conditions of Contract.

IB.11 Documents Comprising the Bid

- 11.1 The Bid shall comprise two envelopes submitted simultaneously, one called the Technical Bid and the other the financial Bid, containing the documents listed in Bidding Data Sheet. Both envelopes to be enclosed together in an outer single envelope called the Bid. Each Bidder shall furnish all the documents as specified in Bidding Data Sheet.
- 11.2 The Bidder shall furnish, as part of the Technical Bid, a Technical Proposal including a statement of work methods, equipment, personnel, schedule and any other information as stipulated in the Bidding Forms, insufficient detail to demonstrate the adequacy of the Bidders' proposal to meet the work requirements and the completion time.

IB.12 Bid Prices

- 12.1 Bid Price shall be inclusive of all duties, taxes & levies.
- 12.2 The Bidder shall furnish, as part of its bid, a Bid Security/ Earnest Money equivalent to 2% of the total bid in the name of DDO Finance Division, Ministry of Finance and Revenue.

IB.13 Currencies of Bid and Payment

- 13.1 Payment for services will be made in Pak rupees only.

IB.14 Bid Validity

- 14.1 Bids shall remain valid for the period stipulated in the Bidding Data Sheet after the Date of Bid Opening specified in Clause IB.23.
- 14.2 In exceptional circumstances, prior to expiry of the original bid validity period, the Finance Division may request that the Bidders extend the period of validity for a specified additional period which shall in no case be more than the original bid validity period. The request and the responses thereto shall be made in writing. A Bidder may refuse the request without forfeiting his Bid Security. A Bidder agreeing to the request will not be required or permitted to modify his bid, but will be required to extend the validity of his Bid Security for the period of the extension, and in compliance with Clause IB.15 in all respects.

IB.15 Bid Security

- 15.1 Each Bidder shall furnish, as part of his bid, a Bid Security in the amount stipulated in the Bidding Data Sheet in Pak Rupees.
- 15.2 Any bid not accompanied by an acceptable Bid security shall be rejected by the Finance Division as non-responsive.
- 15.3 The bid securities of unsuccessful Bidders will be returned as promptly as possible
- 15.4 The Bid Security of the successful Bidder will be returned after successful completion of the work / project.
- 15.5 The Bid Security may be forfeited:
 - (a) If the Bidder withdraws his bid except as provided in IB22.1;
 - (b) If the Bidder does not accept the correction of his Bid Price pursuant; or
 - (c) In the case of successful Bidder, if he fails to satisfactorily complete the work within the specified time limit in addition to the extended time limit as the case may be

IB.16 Pre-Bid Meetings

- 16.1 The Finance Division may, on his own motion or at the request of any prospective bidder(s), hold a pre-bid meeting to clarify issues and to answer any questions on matters related to the Bidding Documents. The date, time and venue of pre-bid meeting, if convened, is as stipulated in the Bidding Data Sheet. All prospective bidders or their authorized representatives shall be invited to attend such a pre-bid meeting.
- 16.2 The bidders are requested to submit questions, if any, in writing so as to reach the Employer on or before the proposed pre-bid meeting.
- 16.3 Minutes of the pre-bid meeting, including the text of the questions raised and the replies given, will be transmitted without delay to all purchasers of the Bidding Documents. Any modification of the Bidding Documents listed in IB 7.1 thereof, which may become necessary as a result of the pre-bid meeting shall be made by the Finance Division exclusively through the issue of an Addendum pursuant to Clause IB.9 and not through the minutes of the pre-bid meeting.
- 16.4 Absence at the pre-bid meeting will not be a cause for disqualification of a bidder.

IB.17 Format and Signing of Bid

- 17.1 Bidders are particularly directed that the amount entered on the Letter of Price Bid shall be for performing the Contract strictly in accordance with the Bidding Documents.
- 17.2 All appendices to Bid are to be properly completed and signed. No alteration is to be made in the Letters of financial and Technical Bids nor in the Appendices thereto

except in filling up the blanks as directed. If any such alterations be made or if these instructions be not fully complied with, the bid may be rejected.

- 17.3 The Bidder shall prepare one original of the Technical Bid and one original of the Price Bid comprising the Bid as described in Bidding Data Sheet against IB11 and clearly mark it “ORIGINAL - TECHNICAL PROPOSAL” and “ORIGINAL - FINANCIAL PROPOSAL”.
- 17.4 The original copies of the Bid shall be typed or written in indelible ink and shall be signed by a person duly authorized to sign on behalf of the Bidder. This authorization shall consist of a written confirmation as specified in the Bidding Data Sheet and shall be attached to the bid. The name and position held by each person signing the authorization must be typed or printed below the signature. All pages of the Bid, except for un-amended printed literature, shall be signed or initialed by the person signing the bid.
- 17.5 Any amendments such as interlineations, erasures, or overwriting shall be valid only if they are signed or initialed by the person signing the proposal.
- 17.6 Bidders shall indicate in the space provided in the Letter of Technical and Price Bids, their full and proper addresses at which notices may be legally served on them and to which all correspondence in connection with their bids and the Contract is to be sent. Bidders should retain a copy of the Bidding Documents as their file copy.

D. SUBMISSION OF BIDS FOR SINGLE STAGE TWO ENVELOPE BIDDING PROCEDURE

IB.18 Bids Submission

- 18.1 The bidding documents, containing detailed terms and conditions can be downloaded from PPRA (EPADS Portal), mof.gov.pk website and from print media.
- 18.2 Electronic copy of the bids is required to be submitted online PPRA e-Procurement portal- EPADS at www.eprocure.gov.pk on or before 1030 hours on 30.03.2026. Bids will be opened on the same day at 1100 hours.
- 18.3 Bids which are received through PPRA e-Procurement portal- EPADS will be considered only. Late submission of bids on EPADS will not be accepted. Any bid not submitted through EPADS shall stand rejected as per PPRA’s S.R.O No. 296(1)/2023. The S.R.O is available at PPRA’s website (www.ppra.org.pk/doc/epronotif.pdf).
- 18.4 Hard copies of bids will also be submitted on given address:

Section Officer (HR-I), Finance Division, 3rd Floor, Room No.332, Q-Block, Pak. Secretariat, Islamabad.
Email: so.hr1@finance.gov.pk

IB.19 Deadline for Submission of Bids

- 19.1 Bids must be received by the Finance Division at the address specified no later than

the time and date stipulated in the Bidding Data Sheet. Bids with charges payable will not be accepted, nor will arrangements be undertaken to collect the bids from any delivery point other than that specified above. Bidders shall bear all expenses incurred in the preparation and delivery of bids. No claims will be entertained for refund of such expenses.

- 19.2 The Finance Division may, at his discretion, extend the deadline for submission of Bids by issuing an amendment in accordance with Clause IB.9, in which case all rights and obligations of the Finance Division and the Bidders previously subject to the original deadline will thereafter be subject to the deadline as extended.

IB.20 Late Submitted Bids

- 20.1 Any bid received after the deadline for submission of bids prescribed in Clause IB.20 will be returned unopened to such Bidder.

IB.21 Late Received Bids

- 21.1 Delays in the mail, delays of person in transit, or delivery of a bid to the wrong office/address shall not be accepted as an excuse for failure to deliver a bid at the proper place and time. It shall be the Bidder's responsibility to determine the manner in which timely delivery of his bid will be accomplished either in person by messenger or by mail.

IB.22 Modification, Substitution and Withdrawal of Bids

- 22.1 Any Bidder may modify, substitute or withdraw his bid after bid submission provided that the modification, substitution or written notice of withdrawal is received by the Finance Division prior to the deadline for submission of bids.
- 22.2 No bid may be modified by a Bidder after the deadline for submission of bids.

E BID OPENING AND EVALUATION FOR SINGLE STAGE TWO ENVELOPE BIDDING PROCEDURE

IB.23 Bid Opening

- 23.1 The Finance Division will open the Technical Bids in public at the address, date and time specified in the Bidding Data Sheet in the presence of Bidders designated representatives and anyone who choose to attend. The Price Bids will remain unopened and will be held in custody of the Finance Division until the specified time of their opening.
- 23.2 The Finance Division shall examine the Technical Bid to confirm that all the documents have been provided, and to determine the completeness of each document submitted.
- 23.3 The Finance Division shall confirm that all the documents and information have been provided for evaluation of Technical bid as required under these bidding

documents.

- 23.4 At the end of the evaluation of the Technical Bids, the Finance Division will invite only those Bidders who have submitted substantially responsive Technical Bids and who have been determined as being qualified for award to attend the opening of the Price Bids.

The date, time, and location of the opening of Price Bids will be advised in writing by the Finance Division. Bidders shall be given reasonable notice for the opening of Price Bids. The Finance Division shall conduct the opening of Price Bids of all Bidders who submitted substantially responsive Technical Bids, publicly in the presence of Bidders' representatives who choose to attend at the address, date and time specified by the Employer. The Bidder's representatives who are present shall be requested to sign a register evidencing their attendance.

- 23.5 All envelopes containing Price Bids shall be opened one at a time and the following read out and recorded:
- (a) The name of the Bidder;
 - (b) The Bid Prices, including any discounts and alternative offers; and
 - (c) Any other details as Finance Division may consider appropriate.

Only Price Bids and discounts, read out and recorded during the opening of Price Bids shall be considered for evaluation. No Bid shall be rejected at the opening of Price Bids.

IB.24 Process to be Confidential

- 24.1 Information relating to the examination, clarification, evaluation and comparison of bid and recommendations for the award of a contract shall not be disclosed to Bidders or any other person not officially concerned with such process before the announcement of bid evaluation report which shall be done at least ten 10 days prior to issue of Letter of Acceptance.

IB.25 Clarification of Bids

- 25.1 To assist in the examination, evaluation and comparison of bids, Finance Division may, at his discretion, ask any Bidder for clarification of his proposal. The request for clarification and the response shall be in writing but no change in the price or substance of the bid shall be sought, offered or permitted except as required to confirm the correction of arithmetic errors discovered by Finance Division in the evaluation of the bids in accordance with Clause IB.28.
- 25.2 If a Bidder does not provide clarifications of its proposal the date and time set in the Finance Division's request for clarification, its bid may be rejected.

IB.26 Examination of Bids

- 26.1 Prior to the detailed evaluation of proposal, the Finance Division will determine

whether each proposal is substantially responsive to the requirements of the Bidding Documents.

- 26.2 If a bid is not substantially responsive, it may not subsequently be made responsive by correction or withdrawal of the non-conforming material deviation or reservation.
- 26.3 The Finance Division may, however, seek confirmation/clarification in writing which shall be responded in writing.

IB.27 Bids Responsiveness

- 27.1 A substantially responsive bid is one which (i) meets the eligibility criteria; (ii) has been properly signed; (iii) is accompanied by the required Bid Security; (iv) Includes signed Integrity Pact where required and (v) conforms to all the terms, conditions and specifications of the Bidding Documents, without material deviation or reservation. A material deviation or reservation is one (i) which affect in any substantial way the scope, quality or performance of the Works; (ii) which limits in any substantial way, inconsistent with the Bidding Documents, the Employer's rights or the Bidder's obligations under the Contract; (iii) adoption/rectification whereof would affect unfairly the competitive position of other Bidders presenting substantially responsive bids. Only substantially responsive bid shall be considered for further evaluation.

IB.28 Evaluation and Comparison of Bids

- 28.1 The Finance Division will evaluate and compare only the Bids determined to be substantially responsive in accordance with Clause IB.26.
- 28.2 The estimated effect of the price adjustment provisions of the Conditions of Contract, applied over the period of execution of the Contract, shall not be considered in Bid evaluation.

F. AWARD OF CONTRACT

IB.29 Award

- 29.1 The Finance Division will award the contract to the Bidder whose bid has been determined to be substantially responsive to the Bidding Documents and who has offered the best qualitative and cost efficient (value to money) Bid price, provided that such Bidder has been determined to be eligible in accordance with the provisions of Clause IB.3 and qualify pursuant to IB 29.2.
- 29.2 The Finance Division, at any stage of the bid evaluation, having credible reasons for or prima facie evidence of any defect in Bidder's capacities, may require the Bidders to provide information concerning their professional, technical, financial, legal or managerial competence whether already pre-qualified or not provided that such

qualification shall only be laid down after recording reasons in writing. They shall form part of the records of that bid evaluation report.

IB.30 Finance Division's Right to Accept any Bid and to Reject any or all Bids

- 30.1 Notwithstanding Clause IB.29, Finance Division reserves the right to accept or reject any Bid, and to annul the bidding process and reject all bids, at any time prior to award of Contract, without thereby incurring any liability to the affected Bidders or any obligation except that the grounds for rejection of all bids shall upon request be communicated to any Bidder who submitted a bid, without justification of grounds. Rejection of all bids shall be notified to all Bidders.

IB.31 Notification of Award

- 31.1 Prior to expiration of the period of bid validity prescribed by the Finance Division, the Finance Division will notify the successful Bidder in writing ("Letter of Acceptance") that his Bid has been accepted. This letter shall name the sum which the Employer will pay the Contractor in consideration of the execution and completion of the works by the Contractor as prescribed by the contract.
- 31.2 No Negotiation with the Bidder having evaluated as lowest responsive or any other Bidder shall be permitted.
- 31.3 The notification of award and its acceptance by the Bidder will constitute the formation of the Contract, binding the Employer and the Bidder till signing of the formal Contract Agreement.
- 31.4 Upon furnishing by the successful Bidder of a Performance Security, the Finance Division will promptly notify the other Bidders that their Bids have been unsuccessful and return their bid securities.

IB.32 Performance Security

- 32.1 The successful Bidder shall furnish Performance Security in the form and the amount stipulated in the Bidding Data Sheet and the Conditions of Contract within a period of 14 days after the receipt of Letter of Acceptance.
- 32.2 Failure of the successful Bidder to comply with the requirements of IB.32.1 or IB.33 or IB.35 shall constitute sufficient grounds for the annulment of the award and forfeiture of the Bid Security.

IB.33 Signing of Contract Agreement

- 33.1 Within 14 days from the date of furnishing of acceptable Performance Security under the Conditions of Contract, Finance Division will send the successful Bidder the Contract Agreement in the form provided in the Bidding Documents, incorporating all agreements between the parties.
- 33.2 The formal Agreement between the Finance Division and the successful Bidder shall

be executed within 14 days of the receipt of the Contract Agreement by the successful Bidder from Finance Division.

IB.34 General Performance of the Bidders

- 34.1 The Finance Division reserves the right to obtain information regarding performance of the Bidders on their previously awarded contracts/works. Finance Division may in case of consistent poor performance of any Bidder as reported by the Finance Division of the previously awarded contracts, reject his bid.

IB.35 Integrity Pact

- 35.1 The Bidder shall sign and stamp the Integrity Pact provided at annex-VI to Bid in the Bidding Documents for all Federal Government procurement contracts exceeding Rupees ten million. Failure to provide such Integrity Pact shall make the bidder nonresponsive.

IB.36 Instructions not Part of Contract

- 36.1 Bids shall be prepared and submitted in accordance with these Instructions which are provided to assist bidders in preparing their bids, and do not constitute part of the Bid or the Contract Documents.

IB.37 Evaluation & Qualification criteria

The Technical Proposals shall be evaluated in the first instance, in accordance with the evaluation criteria specified in the bidding documents and pursuant to Rule 31 of the Public Procurement Rules, 2004. The Financial Proposals shall remain sealed and shall not be opened until the completion of the Technical Evaluation.

Only those bidders who secure a minimum of **60 marks out of 100** in the Technical Evaluation shall be declared technically responsive and shall qualify for opening of their Financial Proposals. The Financial Proposals of technically non-responsive bidders shall be returned unopened, in accordance with the applicable provisions of the Rules. The Technical and Financial Proposals shall carry weights of **60% and 40%**, respectively.

The final ranking of bidders shall be determined by combining the weighted Technical and Financial scores, and the contract shall be awarded to the bidder obtaining the **highest combined score**, i.e., the Most Advantageous Bid, in accordance with Rule 36(b)(ix) of the Public Procurement Rules, 2004. Criteria for technical evaluation will be as under:-

Sr. No.	Description	Marks
1.	Firm Experience and track record	40%
2.	Methodology and work plan	20%
3.	Personnel Expertise	25%
4.	Conducting Similar Projects	15%

BIDDING DATA SHEET

DOCUMENTS CHECK LIST

Date: _____

DUE DILIGENCE EXERCISE ON COMPENSATION OF JICS & DFI

M/s. _____

S.No.	BIDS DOCUMENTS	TICK APPROPRIATE BOX			
		Availability (Yes / No)			
1	Sealed Envelope of the Bid	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
2	Name & year of establishment of the Firm, Registered Address and Fax / Telephone numbers / email etc	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
3	Valid ATPL Certificate and SECP's Registration with trail of minimum 03 years	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
4	Financial status with Bank Certificate	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
5	Valid NTN / GST Registration	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
6	Detail of dispute / arbitration / litigation, if any. (Submission of statement on Rs.100/- stamp paper	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
7	Earnest Money @02% of the total Bid Value	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>

Note: All documents stated in the checklist above are mandatory. If any requirement stated above (1-7) is not marked, the bid will be turned down and will not be considered in the competition.

Signature of the Bidder/Proposer

Checked & Verified by
Finance Division,
Ministry of Finance and
Revenue

DATA SHEET

1	The name of the Assignment is: DUE DILIGENCE EXERCISE ON COMPENSATION OF JICS & DFI
2	The name of the Client is: Finance Division, Ministry of Finance and Revenue, 3 rd Floor, Room No.332, Q-Block, Pak. Secretariat, Islamabad. Ph. No.051-9209149
3	Phasing of the Assignment (if any): No.
4	The name and address of the Client is: As specified in the Tender Notice
5	The Client shall provide the following inputs:
6	Joint Venture of Firms / Bidders/ Proposer: Allowed
7	The number of copies of the Financial proposals are: Original only
8	The address for writing on the proposal is: As specified in the Tender Notice
9	Date and time of proposal submission is: As specified in the Tender Notice
10	Date and time of opening of the Proposals is: As specified in the Tender Notice
11	Validity period of the proposal is: 120 days
12	Pre-Bid Meeting (Optional): 9th April, 2026 at 11:30 a.m (Thursday) Finance Division, 6 th Floor Committee Room, Q-Block, Pak. Secretariat, Islamabad
13	The location for submission of the proposals is: As specified in the Tender Notice
14	Assignment completion period: 30 days subject to just one-time extension of 10 days

Bidding Data

The following specific data for the Works to be bided shall complement, amend, or supplement the provisions in the Instructions to Bidders/ proposer. Wherever there is a conflict, the provisions herein shall prevail over those in the Instructions to Bidders.

IB-Clause Reference	Instructions to proposer/ Bidders
1	Name and address of the Employer: As specified in the RFP
2	Name of the Projects(Summary of the Works): As specified in the RFP
3	Bid language: English.
4	Documents Comprising the Bid: The Bidder shall submit with its Technical Bid the following documents: <ul style="list-style-type: none"> (a) Letter of Technical Bid (b) Bid Security (c) Written confirmation authorizing the signatory of the Bid to commit the Bidder (d) OrganizationChart (e) Integrity Pact
5	Documents Comprising the Bid/ proposal: The Bidder shall submit with its Price Bid the following documents: <ul style="list-style-type: none"> (a) Letter of Price Bid
6	50% of the payment will be made in advance, 50% upon completion of assignment
7	Period of Bid Validity: 120 days after the deadline for Bid submission.
8	Amount of Bid/ proposal Security: All Financial bids must be accompanied by a bid security 02% of quoted amount.
9	Number of copies of the proposal to be completed and returned: One original Copy.
10	Employer's address for the submission of proposal: As specified in the RFP
11	Name and Number of the Contract: As specified in the RFP
12	Deadline for submission of proposal: As specified in the RFP
13	Bid Opening/Venue: As specified in the RFP
14	Pre-Bid Meeting/Venue: (optional) 9th April, 2026 at 11:30 a.m (Thursday) Finance Division, 6 th Floor Committee Room, Q-Block, Pak. Secretariat, Islamabad

Letter of Technical Bid

Date:.....

Proposal Reference No:.....

(Name of Contract/Works)

To:

We, the undersigned, declare that:

- (a) We have examined and have no reservations to the Bidding Documents.
- (b) We offer to execute and complete in conformity with the Bidding Documents the following Works.
- (c) Our Bid consisting of the Technical Bid and the Price Bid shall be valid for a period of days from the date fixed for the bid submission deadline in accordance with the Bidding Documents, and it shall remain binding upon us and may be accepted at any time before the expiration of that period.
- (d) As security for due performance of the undertakings and obligations of our bid, we submit here with a Bid security, in the amount specified in Bidding Data Sheet.
- (e) We are not participating, as a Bidder or as a sub contractor, in more than one bid in this bidding process, other than alternative offers submitted in accordance with IB4 (as applicable).

Name

In the capacity of.....

Signed

.....

Duly authorized to sign the Bid for and on behalf of.....

Date

Address.....

Letter of Price Bid

Date:.....

Proposal Reference No:.....

(Name of Contract/Works)

To:

We, the undersigned, declare that:

- (a) We have examined and have no reservations to the Bidding Documents.
- (b) The total price of our Bid, excluding any discounts offered below is:
- (c) The discounts offered and the methodology for their application are:
- (d) Our Bid shall be valid for a period of..... days from the date fixed for the bid Submission deadline in accordance with the Bidding Documents, and it shall remain binding upon us and may be accepted at any time before the expiration of that period;
- (e) If our Bid is accepted, we commit to obtain a performance security in accordance with the Bidding Documents;
- (f) We understand that this bid, together with your written acceptance thereof included in your notification of award, shall constitute a binding contract between us, until a formal contract is prepared and executed and we do hereby declare that the Bid is made without any collusion, comparison of figures or arrangement with any other Bidder for the Works.
- (g) If awarded the contract, the person named below shall act as Contractor's Representative.

Name

In the capacity of.....

Signed

.....

Duly authorized to sign the Bid for and on behalf of.....

Date

Address.....

(INTEGRITY PACT)

DECLARATION OF FEES, COMMISSION AND BROKERAGE ETC. PAYABLE BY THE SUPPLIERS OF GOODS, SERVICES & WORKS IN CONTRACTS WORTH RS. 10.00 MILLION OR MORE

Contract No. _____ Dated _____ Contract Value:

Contract Title: _____

... [Name of Firm/ Consultant/ Proposer] hereby declares that it has not obtained or induced the procurement of any contract, right, interest, privilege or other obligation or benefit from Government of Pakistan(GoP) or any administrative subdivision or agency thereof or any other entity owned or controlled by GoP through any corrupt business practice.

Without limiting the generality of the foregoing, [name of Firm/Consultant] represents and warrants that it has fully declared the brokerage, commission, fees etc. paid or payable to any one and not given or agreed to give and shall not give or agree to give to anyone within or outside Pakistan either directly or indirectly through any natural or juridical person, including its affiliate, agent, associate, broker, consultant, director, promoter, shareholder, sponsor or subsidiary, any commission, gratification, bribe, finder's fee or kickback, whether escribed as consultation fee or otherwise, with the object of obtaining or inducing the procurement of a contract, right, interest, privilege or other obligation or benefit in whatsoever form from GoP, except that which has been expressly declared pursuant hereto.

[Name of Firm/ Consultants/ proposer] certifies that it has made and will make full disclosure of all agreements and arrangements with all persons in respect of or related to the transaction with GoP and has not taken any action or will not take any action to circumvent the above declaration, representation or warranty. [Name of Firm/ proposer] accepts full responsibility and strict liability for making any false declaration, not making full disclosure, misrepresenting facts or taking any action likely to defeat the purpose of this declaration, representation and warranty. It agrees that any contract, right, interest, privilege or other obligation or benefit obtained or procured as aforesaid shall, without prejudice to any other rights and remedies available to GoP under any law, contract or other instrument, be voidable at the option of GoP. Notwithstanding any rightsand remedies exercised by GoP in this regard.

[Name of Firm/ Consultant/ proposer] agrees to indemnify GoP for any loss or damage incurred by it on account of its corrupt business practices and further pay compensation to GoP in an amount equivalent to ten time the sum of any commission, gratification, bribe, finder's fee or kickback given by [name of Firm/ consultant] as aforesaid for the purpose of obtaining or inducing the procurement of any contract ,right, interest, privilege or other obligation or benefit in whatsoever form from GoP.

Name of Employer:.....

Name of Firm/ proposer:.....

Signature:.....

Signature:.....

[Seal]

[Seal]

FORMS

General Experience Record (Annual Turnover Data)

Name of Bidder or partner of a joint venture
--

All individual firms and all partners of a joint venture are requested to complete the information in this form. The information supplied should be the annual turnover of the bidder (or each member of a joint venture), in terms of the amounts billed to clients for each year for work in progress or completed over the past three years.

Use a separate sheet for each partner of a joint venture

Annual turnover data (construction only) for the past three years.		
S. No.	Year	Turnover Pak Rs. Millions
1.		
2.		
3.		

Note: Audited financial statements for the last 3 years should be attached.

Particular Experience Record

Name of Bidder or partner of a joint venture

On a separate page, using the format of Form A-3, each applicant or partner of a Joint Venture is required to list all contracts of a value equivalent of a similar nature and complexity to the contract, undertaken during the last eight years. The information is to be summarized, using Form A-3, for each contract completed by the bidder or by each partner of a Joint Venture.

Note: Substantial completion certificates/ taking over certificate / defect liability certificate should be attached for each completed project.

Details of Contracts of similar Nature and complexity

Name of Bidder or partner of a joint venture
--

Use a separate sheet for each contract. Reference for satisfactory completion should be attached.

1.	Number of contract	
	Name of contract	
	Country	
2.	Name of Employer	
3.	Employer address	
4.	Nature of works and special features relevant to the contract for which the Applicant wishes to prequalify	
5.	Contractor's role (Tick one) <div style="display: flex; justify-content: space-around; font-size: small;"> Sole contractor Sub contractor Partner in a joint venture </div>	
6.	Value of the total contract at completion	
7.	Equivalent in Pak/Rs.	
8.	Date of Award	
9.	Date of completion	
10.	Contract Duration (years and months) Years..... Months	
11.	Constructions scope details and Specified Requirements 1	

1 Insert any specific Criteria required for particular operations, such as annual volume of earthmoving, underground excavation, or placing concrete, laying of water supply and sewer, asphalt concrete etc

Note: Substantial completion certificates / taking over certificate / defect liability certificate should be attached for each completed project.

Financial Capability

Name of Bidder or partner of a joint venture
--

Bidder, including each partner of a joint venture, should provide financial information to demonstrate that they meet the requirements stated in the qualification criteria. Each bidder or partner of a joint venture must fill-in this form. If necessary, use separate sheets to provide complete banker information. A copy of the audited balance sheets for 3 years should be attached.

Banker	Name of banker	
	Address of banker	
	Telephone	Contact name and title
	Facsimile	e-mail

Summarize actual assets and liabilities in Pak Rupees for the previous three years, based upon known commitments, projected assets and liabilities in Pak Rupees projected for the next two years.

Financial information in Pak. Rs. Or equivalent	Actual previous three years			Projected next Two years	
	1.	2.	3.	4.	5.
1.Total assets					
2.Current assets					
3.Total liabilities					
4.Current liabilities					
5.Profits before taxes					
6.Profits after taxes					

Specify proposed sources of financing (Bank Credit Line) to meet the cash flow demands of the Work, net of current commitments.

Source of financing (Bank Name)	Credit Line Amount (in Pak Rs.)
1.	
2.	

Attach audited financial statements for the last three years and Bank's current letter for Credit Line (for the individual bidder or each partner of a joint venture).

Additional Information

Name of Bidder or partner of a joint venture
--

Additional Information

- a) An affidavit to the effect that the Bidder has never been black-listed by the PEC, PPRA, SPPRA, Government /Semi government or any autonomous body.
- b) An affidavit to the effect that all documents / particulars / information given for qualification are true. The Procuring agency shall disqualify a contractor if it finds, at any time, that the information submitted by him concerning his qualification as contractor was false and materially inaccurate or incomplete.
- c) An affidavit to the effect that the Applicant has never indulged in corrupt, fraudulent or collusive practice for procuring contracts.
- d) An affidavit to the effect that the firm is not presently involved nor has been in the past in litigation with the Employer. Should this be otherwise the Applicant must provide such details in form A-6 "Litigation History".

BID SECURITY
(Bank Guarantee)

Security Executed on _____
(Date)

Name of Surety (Bank) with Address: _____
(Scheduled Bank in Pakistan)

Name of Principal (Bidder) with Address _____

Penal Sum of Security Rupees . _____ (Rs. _____)

Bid Reference No. _____

KNOW ALL MEN BY THESE PRESENTS, that in pursuance of the terms of the Bid and at the request of the said Principal (Bidder) we, the Surety above named, are held and firmly bound unto

(hereinafter called the 'Employer') in the sum stated above for the payment of which sum well and truly to be made, we bind ourselves, our heirs, executors, administrators and successors, jointly and severally, firmly by these presents.

THE CONDITION OF THIS OBLIGATION IS SUCH, that whereas the Bidder has submitted the accompanying Bid dated _____ for Bid No. ___ for ___ (Particulars of Bid) to the said Employer; and

WHEREAS, the Employer has required as a condition for considering said Bid that the Bidder furnishes a Bid Security in the above said sum from a Scheduled Bank in Pakistan or from a foreign bank duly counter-guaranteed by a Scheduled Bank in Pakistan, to the Employer, conditioned as under:

- (1) that the Bid Security shall remain in force up to and including the date 28 days after the deadline for validity of bids as stated in the Instructions to Bidders or as it may be extended by the Employer, notice of which extension(s) to the Surety is hereby waived;
- (2) that the Bid Security of unsuccessful Bidders will be returned by the Employer after expiry of its validity or upon signing of the Contract Agreement; and
- (3) that in the event of failure of the successful Bidder to execute the proposed Contract Agreement for such work and furnish the required Performance Security, the entire said sum be paid immediately to the said Employer pursuant to Clause 15.6 of the Instruction to Bidders for the successful Bidder's failure to perform.

NOW THEREFORE, if the successful Bidder shall, within the period specified therefore, on the prescribed form presented to him for signature enter into a formal Contract with the said Employer in accordance with his Bid as accepted and furnish within twenty eight (28) days of his being requested to do so, a Performance Security with good and sufficient surety, as may be required, upon the form prescribed by the said Employer for the faithful

performance and proper fulfillment of the said Contract or in the event of non-withdrawal of the said Bid within the time specified for its validity then this obligation shall be void and of no effect, but otherwise to remain in full force and effect.

**FORM OF PERFORMANCE SECURITY
(Bank Guarantee/ Insurance Bond)**

Guarantee No. _____
Executed on _____
Expiry date _____

[Letter by the Guarantor to the
Employer]

Name of Guarantor (Bank) with address: _____
(Scheduled Bank in Pakistan)

Name of Principal (Contractor) with address: _____

Penal Sum of Security (express in words and figures) _____

Letter of Acceptance No. _____ Dated _____

KNOW ALL MEN BY THESE PRESENTS, that in pursuance of the terms of the Bidding Documents and above said Letter of Acceptance (herein after called the Documents) and at the request of the said Principal we, the Guarantor above named, are held and firmly bound unto the

_____ (hereinafter called the Employer) in the penal sum of the amount stated above for the payment of which sum well and truly to be made to the said Employer, we bind ourselves, our heirs, executors, administrators and successors, jointly and severally, firmly by these presents.

THE CONDITION OF THIS OBLIGATION IS SUCH, that whereas the Principal has accepted the Employer's above said Letter of Acceptance for _____ (Name of Contract) for the _____ (Name of Project).

NOW THEREFORE, if the Principal (Contractor) shall well and truly perform and fulfill all the undertakings, covenants, terms and conditions of the said Documents during the original terms of the said Documents and any extensions thereof that may be granted by the Employer, with or without notice to the Guarantor, which notice is, hereby, waived and shall also well and truly perform and fulfill all the undertakings, covenants terms and conditions of the Contract and of any and all modifications of said Documents that may hereafter be made, notice of which modifications to the Guarantor being here by waived, then, this obligation to be void; otherwise to remain in full force and virtue till all requirements of Clause 49, Defects Liability, of Conditions of Contract are fulfilled.

Our total liability under this Guarantee is limited to the sum stated above and it is a condition of any liability attaching to us under this Guarantee that the claim for payment in

writing shall be received by us within the validity period of this Guarantee, failing which we shall be discharged of our liability, if any, under this Guarantee.

FORM OF CONTRACT AGREEMENT

THIS CONTRACT AGREEMENT (herein after called the "Agreement") made on the

_____ day of _____ (month) 20_____ between

(hereafter called the "Employer") of the one part and
_____ (hereafter called the "Contractor") of the other part.

WHEREAS the Employer is desirous that certain Works, viz _____ should be executed by the Contractor and has accepted a Bid by the Contractor for the execution and completion of such Works and the remedying of any defects therein.

NOW this Agreement witness eth as follows:

1. In this Agreement words and expressions shall have the same meanings as are respectively assigned to them in the Conditions of Contract hereinafter referred to.
2. The following documents after incorporating addenda / Clarification as agreed or otherwise, if any, except those parts relating to Instructions to Bidders shall be deemed to form and be read and construed as part of this Contract, viz:
 - (a) The Contract Agreement;
 - (b) The Letter of Acceptance;
 - (c) The completed Form of Bid; etc
3. In consideration of the payments to be made by the Employer to the Contractor as herein after mentioned, the Contractor hereby covenants with the Employer to execute and complete the Works and remedy defects therein inconformity and in all respects with the provisions of the Contract.
4. The Employer hereby covenants to pay the Contractor, in consideration of the execution and completion of the Works as per provisions of the Contract, the Contract Price or such other sum as may become payable under the provisions of the Contract at the times and in the manner prescribed by the Contract.