

Procurement Notice (NIT)

Procurement of AI-Powered Employee Performance & Appraisal Management System (NICL/Procurement/2026/27)

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Ref# : P81712

PROCUREMENT NOTICE

PROCUREMENT OF NON-CONSULTANCY SERVICES

1. The **National Insurance Company Limited (National Insurance Company Limited (NICL))** has reserved Funds for the procurement planned for FY 2026-27. The **National Insurance Company Limited (National Insurance Company Limited (NICL))** intends to apply part of the proceeds of this Fund to cover eligible payments under the contract for the “**Procurement of AI-Powered Employee Performance & Appraisal Management System (NICL/Procurement/2026/27)**” with the reference of “**P81712**”
2. The **National Insurance Company Limited (National Insurance Company Limited (NICL))** invites Bids through **EPADS v2.0** from eligible Bidders registered on **EPADS v2.0** for provision of Non-Consultancy Services.
3. **Single Stage-Two Envelope** Procedure of Principal Method of Procurement (i.e. Open Competitive Bidding) will be used by adopting **Quality and Cost Based Selection (QCBS)** Technique for the subject procurement, in line with the Public Procurement Rules, 2004 and any Regulations, and Instructions issued by the Authority (from time to time).
4. All Bids must be accompanied by a Bid Security described in Bid Security Section in Bidding Document in the form of **Pay Order** or Bid Securing Declaration on the prescribed format described.
5. E-Bidding documents, containing detailed terms & conditions, specifications and requirements etc. are available on **e-Pak Acquisition and Disposal System (EPADS)** at <https://epads.gov.pk/opportunities/federal/procurements/81712>.
6. The e-bids, prepared in accordance with the instructions in the e-Bidding documents, must be submitted through **EPADS v2.0** on or before **Thursday, August 27, 2026 10:00 AM**. E-bids will be opened on the same day at **Thursday, August 27, 2026 10:30 AM**. Manual submission of Bids shall not be entertained. Those vendors who have not yet registered on the new version of **EPADS v2.0**, may register themselves on <https://vendors.epads.gov.pk/>. A tutorial to explain the registration process is available at <https://www.youtube.com/watch?v=MNW6T38v7tc>
7. In terms of Rules 48 of Public Procurement Rules, 2004 Grievance Redressal Committee (GRC) is notified for the subject procurement and notification copy is available on the procuring agency's website and also available on **EPADS v2.0** as well as Authority's website at (www.ppra.org.pk).

National Insurance Company Limited (National Insurance Company Limited (NICL)), Deputy Manager
3rd Floor, 20-A, Cricket House, Shadman-II, Jail Road., Lahore City, Lahore (District), Lahore Division
(Division), Punjab (Province).

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Standard Bidding Document

Procurement of AI-Powered Employee Performance & Appraisal Management System (NICL/Procurement/2026/27) (Non-Consultancy Services)

National

Single Stage-Two Envelope



August 06, 2026

*National Insurance Company Limited (National Insurance Company Limited (NICL)), Deputy Manager
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PROCUREMENT NOTICE

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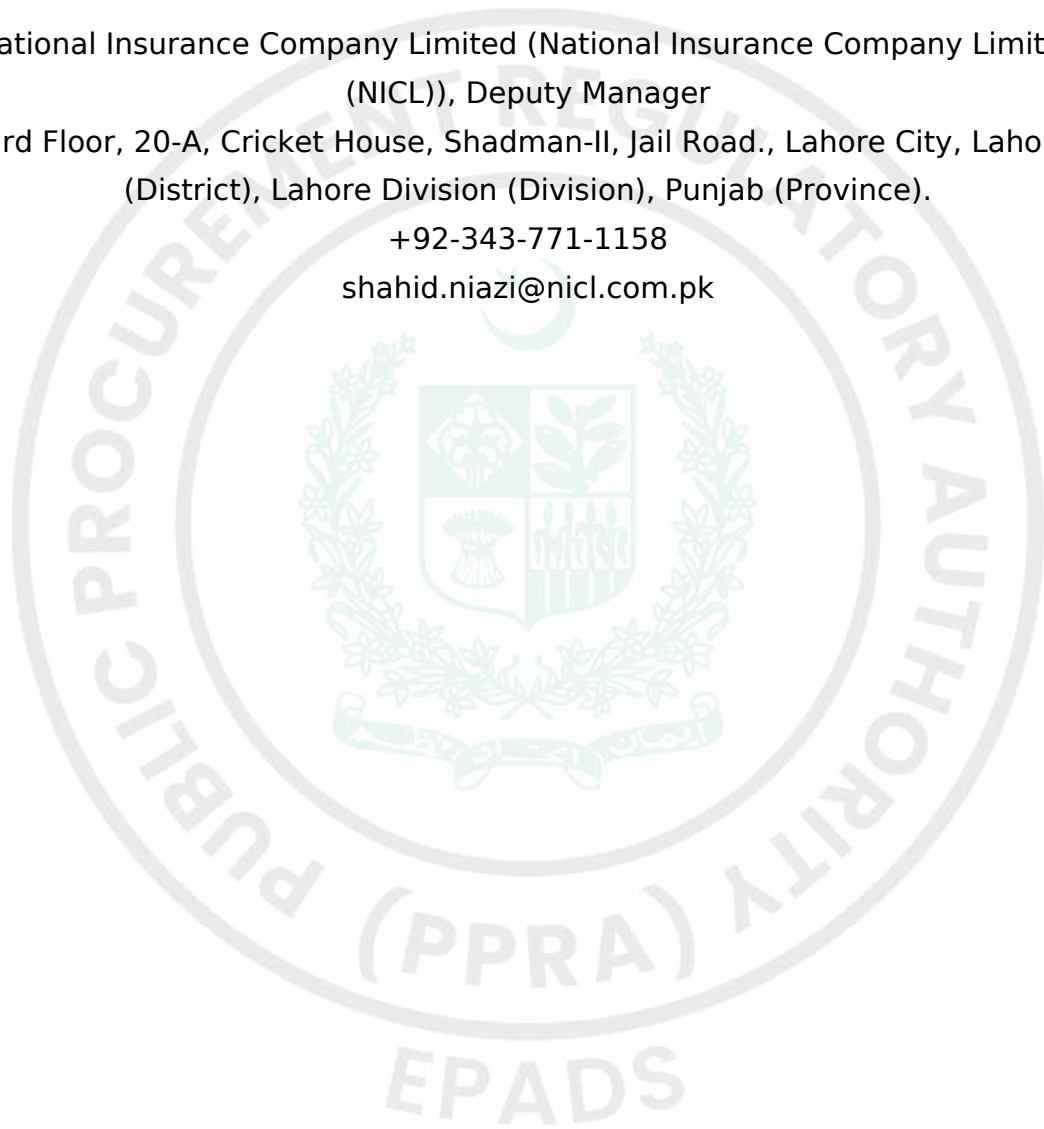
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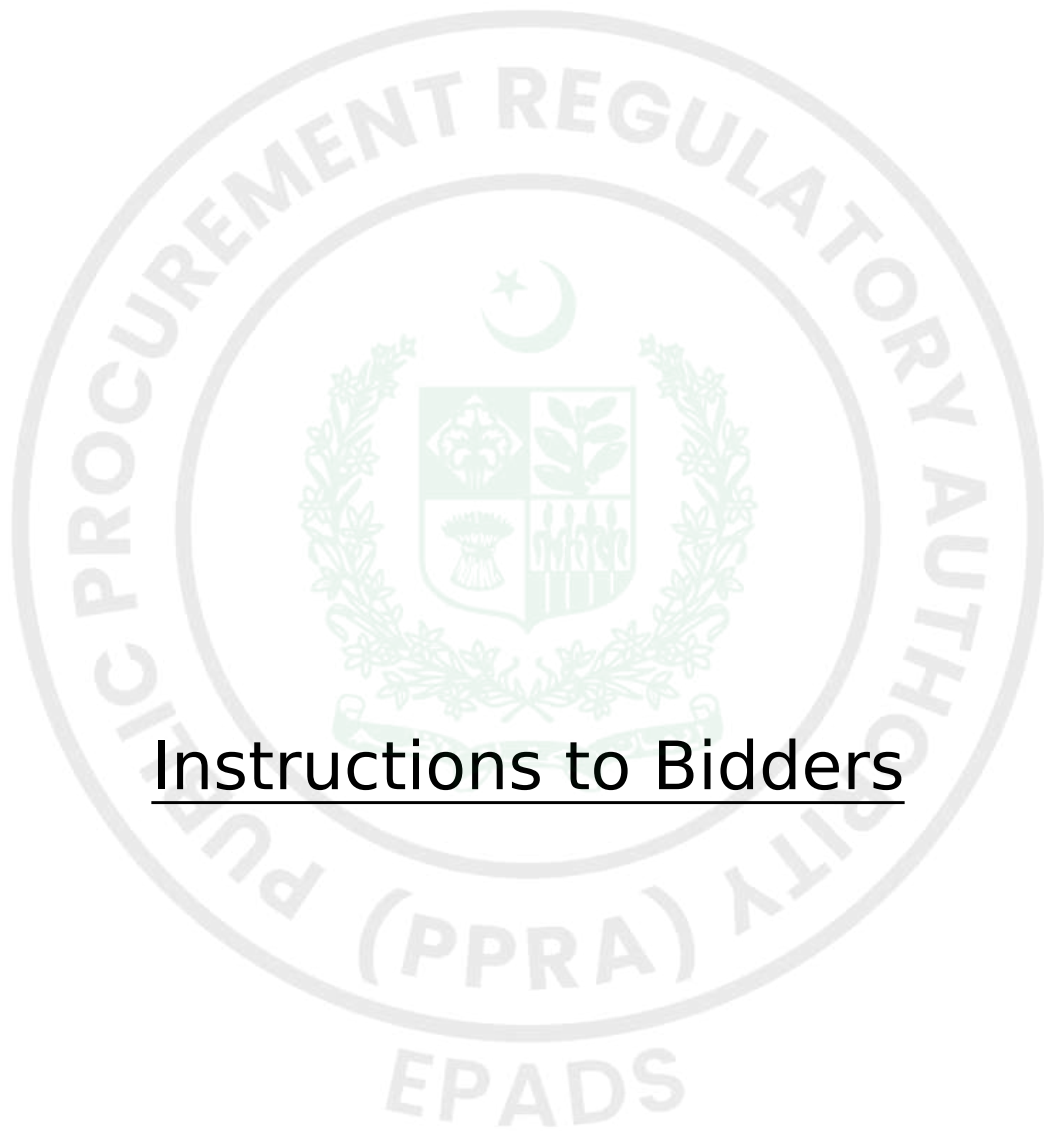
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Instructions to Bidders

A. Introduction

1. Scope of Bids

1.1. The Procuring Agency (PA), as indicated in the **Bids Data Sheet (BDS)** invites Bids through **EPADS v2.0** for the provision of Non-Consultancy Services for as specified in the BDS and **in Section Evaluation Criteria, Specifications & Schedule of Requirements**. The name, identification, and number of items/deliverables are provided in the **BDS**. **Single Stage-Two Envelope** procedure of the open competitive method shall be used. The successful Bidders will be expected to provide the services within the specified period and timeline(s) as stated in the **BDS**.

2. Source of Funds

2.1. Source of funds is referred in Clause-1 of Invitation for Bids.

3. Fraudulent & Corrupt Practices

3.1. As defined under Rule 2(1)(f) of the Public Procurement Rules, 2004.

4. Eligible Bidders

4.1. A bidder is eligible to participate in a procurement process if the bidder:

4.1.1. possesses or has access to the technical competence, financial resources, equipment and other physical facilities, personnel, managerial capability, experience and reputation necessary to complete the procurement contract;

4.1.2. has the legal capacity to enter into a procurement contract;

4.1.3. is not insolvent, in receivership, bankrupt or being wound up and its activities or affairs are not suspended or being administered under any Act, by a court or by a judicial officer;

4.1.4. is not the subject of legal proceedings for any of the matters mentioned in sub-rule (c);

4.1.5. has fulfilled or has made substantial arrangements satisfactory to the relevant authorities, to fulfil its obligations to pay taxes and social security (where applicable) other contributions of its employees; and

4.1.6. has not, or in the case of a company, its owners and beneficial owners, directors or officers have not, been convicted of a criminal offence related to:

4.1.6.1. its professional conduct; or

4.1.6.2. a bidder (or, in the case of a company, its key individuals such as owners, beneficial owners, directors, or officers) must not have engaged in any prohibited practice, such as fraud, corruption, collusion, or coercion, within the time period stated in the bidding documents, which can be up to three years before the start of the procurement process. Additionally, the bidder must not have been debarred (i.e., banned) from participating in public procurement processes in Pakistan or by any international organization or country. If they have, they are ineligible to participate in the current bidding.

4.2. The procuring agency may require a bidder participating in the procurement process to provide the prescribed documentary evidence or other information to satisfy itself that the bidder is qualified in accordance with the criteria in sub-clause (1).

4.3. A procuring agency shall set out in the bidding document all the criteria for qualification to be applied in accordance with sub-clause (1).

4.4. Except as permitted under the Ordinance, Rules and Regulations, the procuring agency shall not establish a criterion for eligibility of a bidder that:

4.4.1. discriminates against or among a bidder or against categories of bidders; or

4.4.2. is not required for the performance of the procurement contract; or

4.4.3. is not related to the avoidance or management of legal, reputational or economic risk to the procuring agency unless it is in the national interest to do so, and the criteria is set out in the bidding documents.

4.5. A procuring agency shall assess the eligibility of a bidder for participation in the procurement process against the criteria for qualification under sub-clause (1).

4.6. In the case of a joint venture, consortium, or association, all members shall be jointly and severally liable for the execution of the contract in accordance with the terms and conditions of the contract. The joint venture, consortium, or association shall nominate a lead member as nominated in the BDS,

4.7. who shall have the Authority to conduct all business for and on behalf of any and all the members of Joint venture, consortium, or association during the bidding process, and in case of award of contract, during the execution of the contract.

4.8. The appointment of the lead Member in the joint venture, consortium, or association shall be confirmed by submission of valid power of Attorney to the procuring agency.

4.9. Subject to the limits specified in the BDS, the procuring agency may allow bidders to participate in the form of a Joint Venture (JV). However, each party in the JV must individually meet the eligibility criteria specified in the BDS

4.10. No Bidder can be a sub-contractor while submitting a Bids individually or as a member of a joint venture in the same Bidding process.

5. Qualification of the Bidder

5.1. All Bidders shall provide in Section VI, Bid Forms, a preliminary description of the proposed work method and schedule, including drawings and charts, as necessary.

B. Bidding Documents

6. Contents of Standard Bidding Document

6.1. The Services required, bidding procedure, and terms and conditions of the contract are prescribed in the bidding document. In addition to the Invitation for Bids, the bidding document which should be read in conjunction with any addendum issued by the Procuring Agency include:

Section I -Invitation to Bid

Section II Instructions to Bidders (ITB)

Section III Bid Data Sheet (BDS)

Section IV Eligible Countries

Section V Evaluation Criteria, Specifications, Schedule of Requirements, and Technical Specifications.

Section VI Bidding Forms

Section VII Fraudulent & Corrupt Practices

Section VIII - Material & Non-material deviation

Section IX General Conditions of Contract (GCC)

Section X Special Conditions of Contract (SCC)

Section XI Contract Forms

6.2. The Bidder is expected to examine all instructions, requirements, forms, terms and specifications in the bidding documents. Failure to furnish all the information required in the bidding document will be at the Service provider's risk and may result in the rejection of his bids.

7. Clarifications

7.1. Clarifications of the bidding documents may be requested in writing through EPADS v2.0 by any bidder up to three days prior to the deadline for the submission of bids.

The procuring agency shall respond promptly and in writing to any request by a bidder for clarification of the bidding documents and, in any event, no later than two days prior to the deadline for the submission of bids or proposals.

Responses to requests for clarification shall be communicated simultaneously and in writing to all bidders participating in the procurement proceedings.

No bidder shall be allowed to alter or modify his bid after the bids have been opened however, the procuring agency may seek and accept clarification to the bid that do not change the substance of the bid, through EPADS v2.0.

7.2. Procuring Agency's response will be uploaded on the EPADS v2.0, including a description of the inquiry.

7.3. Should the Procuring Agency deem it necessary to amend the bidding document as a result of a clarification, it shall do so following the procedure under **ITB 1.1.**

7.4. If indicated **in the BDS**, the bidder's designated representative is invited at the bidder's cost to attend a pre-bid meeting at the place, date and time mentioned **in the BDS**. During this pre-bid meeting, prospective bidder(s) may request clarification(s) regarding the schedule of requirements, the Evaluation Criteria or any other aspects of the bidding document.

7.5. Minutes of the pre-bid meeting, if applicable, including the text of the questions asked by bidders, and the responses given, together with any responses prepared after the meeting will be uploaded on EPADS v2.0. Any modification to the bidding document that may become necessary as a result of the pre-bid meeting shall be made by the Procuring Agency exclusively through the use of an Addendum.

7.6. To assist in the examination, evaluation and comparison of Bids of the Bidders, the Procuring Agency may, ask any Bidder for a clarification of its bid including breakdown of prices, through EPADS v2.0. Any clarification submitted by a bidder that is not in response to a request by the Procuring Agency shall not be considered.

No change in the prices or substance of the bid shall be sought, offered, or permitted.

The alteration or modification in the bid which in any way affect the following parameters will be considered as a change in the substance of a

bid:

- 7.6.1. evaluation & qualification criteria;
- 7.6.2. required scope of work or specifications;
- 7.6.3. all securities requirements;
- 7.6.4. tax requirements;
- 7.6.5. terms and conditions of bidding documents; and
- 7.6.6. change in the ranking of the bidders.

From the time of bid(s) opening to the time of contract award, if any bidder wishes to contact the procuring agency on any matter related to the bid, it should do so in writing or through electronic form that provides record of the content of communication.

8. Amendment of Bidding documents

8.1. Before the deadline for submission of bids, the procuring agency for any reason, whether at its own initiative or in response to a clarification requested by a prospective bidder or pre-bid meeting may modify the bidding documents by issuing addendum.

8.2. Any addendum issued including the notice of any extension of the deadline shall be part of the bidding document and shall be uploaded on EPADS v2.0 as well as Authority's website. The procuring agency shall promptly publish the addendum at the procuring agency's website indicated in the **BDS**:

Provided that the bidder who had either already submitted his bid, shall have the right to withdraw his already submitted bid and submit the revised bid, prior to the original or extended bid submission deadline.

8.3. To give prospective bidders reasonable time in which to take an addendum/corrigendum into account in preparing their bids, the Procuring Agency may, at its discretion, extend the deadline for the submission of bids:

Provided that the Procuring Agency shall extend the deadline for submission of bids, if such an addendum is issued within last three (03) days of the bid submission deadline.

C. Preparation of Bids

9. Documents Constituting the Bids

9.1. The bids prepared by the bidders shall constitute the following components: -

9.1.1. Forms of bid and Bid Prices completed in accordance with ITB BDS, GCC and SCC;

9.1.2. Documentary evidence established in accordance with BDS that services to be provided by the bidder are eligible services, and conform to the bidding documents;

9.1.3. Documentary evidence established in accordance with BDS that the bidder is eligible and/or qualified for the subject bidding process;

9.1.4. Documentary evidence established, that the bidder has been authorized to provide the services;

9.1.5. Bid security or Bids Securing Declaration furnished in accordance with BDS; and

9.1.6. Any other document required in the BDS.

10. Documents Establishing Eligibility of the Services and Conformity to bidding documents

10.1. To establish the conformity of the Non-Consulting Services to the Bidding document, the bidder shall furnish as part of its bid the documentary evidence that services provided conform to the requirements.

10.2. Standards for the provision of the Non-Consulting Services are intended to be descriptive only and not restrictive.

11. Documents Establishing Eligibility and Qualification of the Bidder

11.1. Pursuant to BDS, the bidder shall furnish, as part of its bid, all those documents establishing the bidder's eligibility to participate in the bidding process and/or its qualification to perform the contract if its bid is accepted.

11.2. The documentary evidence of the bidder's eligibility to bids shall establish to the satisfaction of the procuring agency that the bidder, at the time of submission of its bid, is from an eligible country as defined in Section-IV titled as "Eligible Countries".

11.3. The documentary evidence of the bidder's qualifications to perform the contract if its bid is accepted shall establish to the satisfaction of procuring agency that:

11.3.1. the bidder has the financial, technical, and supply/production capability necessary to perform the Contract, meets the qualification criteria specified in BDS.

11.3.2. that the bidder meets the qualification criteria listed in the Bids Data Sheet.

12. Form of Bid

12.1. The bidder shall fill the Form of Bid furnished in the bidding documents. The Bid Forms must be completed without any alterations to its format and no substitute shall be accepted.

13. Bids Prices

13.1. The Bids Prices quoted by the bidder in the Forms of Bid and in the price schedule shall conform to the requirements specified or exclusively mentioned hereafter in the bidding document.

13.2. All items in the Schedule of Requirements must be listed and priced separately in the Price Schedules. If a Price Schedule shows items listed but not priced and neither explicitly mentioned, their prices shall be construed to be included in the prices of other items.

13.3. The Bid price to be quoted in the Forms of Bid shall be the total price of the bid, excluding any discounts offered.

13.4. The bidder shall indicate on the appropriate Price Schedule, the unit prices (where applicable) and total bid price of the services, it proposes to provide under the contract.

13.5. Prices quoted by the bidder shall be fixed during the currency of the contract and not subject to variation on any account. A bid submitted with an adjustable price will be treated as non-responsive and shall be rejected, unless otherwise price adjustment is permissible under Conditions of the Contract. (May be reviewed)

14. Price Adjustment

14.1. Price adjustment shall not be applicable.

14.2. Procuring agency may increase the remuneration of the human resources involved in non-consultancy services on annual basis as per agreement.

14.3. Procuring agency shall incorporate the provisions to allow wage rate in compliance with Federal Government's minimum wage notification, subject to the applicability in that case.

15. Bids Currencies

15.1. Prices shall be quoted in Pakistani Rupees unless otherwise specified in the BDS.

16. Bid Validity Period

16.1. Bid(s) shall remain valid for the period specified in the BDS after the bid submission deadline prescribed by the Procuring Agency. A Bid valid for a shorter period shall be rejected by the Procuring Agency as non-responsive. The period of bid validity will be determined from the complementary bid securing instrument i.e. the expiry period of bid security or bid securing declaration as the case may be.

17. Bid Security or Bid Securing Declaration

17.1. Unless otherwise specified in the BDS, the bidder shall furnish as part of its bid, in the amount and currency specified in the BDS or Bid Securing Declaration on the format provided in Section VI (Bid Forms) The scanned copy of the Bids Security shall be uploaded in the EPADS v2.0 while submitting bid, whereas the original forms of Bid Security shall be submitted to the procuring agency before the bid submission deadline. The bidder who failed to submit the original bid security before the submission deadline shall be disqualified straightaway.

17.2. The Bid Security or Bid Securing Declaration is required to protect the Procuring Agency against the risk of Bidder's conduct which would warrant the security's forfeiture.

17.3. The Bid Security shall be payable promptly upon written demand by the Procuring Agency in case any of the conditions listed in BDS, GCC and SCC are invoked.

17.4. Unsuccessful Bidders' Bid Security will be discharged or returned as promptly as possible after the award of contract, however in no case later than thirty (30) days after the expiration of the period of Bid Validity prescribed by the Procuring Agency. The Procuring Agency shall make no claim to the amount of the Bid Security, and shall promptly return the Bid Security document, whichever of the following that occurs earliest:

17.4.1. the expiry of the Bid Security;

17.4.2. the entry into force of a procurement contract and the provision of a Performance Guarantee, for the performance of the contract if such a guarantee, is required by the bidding document;

17.4.3. the rejection by the Procuring Agency of all Bids;

17.4.4. the withdrawal of the Bid prior to the deadline for the submission of bids, unless the bidding document stipulate that no such withdrawal is permitted.

17.5. The Bid Security may be forfeited or the Bid Securing Declaration executed:

17.5.1. if a bidder:

17.5.1.1. withdraws its bid during the period of bid validity as specified by the Procuring Agency, and referred by the bidder in the Forms of Bid, except as provided for in the ITBs; or

17.5.1.2. does not accept the correction of errors, or

17.5.2. in the case of a successful bidder fails:

17.5.2.1. **to sign the contract in accordance with SCC; or**

17.5.2.2. **to furnish Performance Guarantee in accordance with BDS and SCC.**

17.6. The bid security shall be valid for a period specified in BDS. Bids with shorter bid security validity period shall be rejected straight away.

18. Alternative Bids by Bidders

18.1. Alternatives will not be considered, unless specifically allowed for in the BDS.

18.2. When alternative times for completion are explicitly invited, a statement to that effect will be included in the BDS and the method of evaluating different time schedules will be described in Evaluation and Qualification Criteria.

19. Withdrawal, Substitution, and Modification of Bids

19.1. Before Bids submission deadline, any bidder may withdraw, substitute, or modify his bid after it has been submitted.

20. Format and Signing of Bids

20.1. The bidder shall prepare and submit his bid with due diligence after carefully reading all the terms and conditions before submission through

EPADS v2.0.

20.2. Any interlineations, erasures, or overwriting shall be valid only if they are signed by the person(s) signing the forms of bid.

D. Submission of Bids

21. **Submission of Bids through EPADS v2.0 before Dead deadline**

21.1. The Technical and Financial Bids as the case may be, shall be submitted in the due portion of the EPADS v2.0, before bid submission deadline. The bid submission option shall be automatically disabled once the deadline is over.

21.2. The Procuring Agency may, under exceptional circumstances and at its discretion, extend the deadline for the submission of bids by amending the Bidding Documents. In such a case, all rights and obligations of the Procuring Agency and the Bidders that were previously subject to the original deadline shall thereafter be subject to the revised deadline.

E. Opening and Evaluation of Bids

22. **Opening & Evaluation of Bids by the Procurement Cell/Evaluation Committee**

22.1. The Procuring Agencies to constitute odd number Bid Evaluation Committee for the purpose of bid opening and evaluation of all procurements. As per Rules 29 & 30 of Public Procurement Rules, 2004, The Procuring Agency is required to establish a Procurement Cell/Evaluation Committee which shall Evaluate the Bids in accordance with the evaluation criteria, terms and conditions given in the bidding documents.

23. **Opening of Bids**

23.1. The Bid Evaluation Committee of the Procuring Agency will open all bids through EPADS, in the presence of bidders' or their representatives who

choose to attend, and other parties with a legitimate interest in the bid proceedings at the place, on the date and at the time, specified in the **BDS**. The Bidders' representatives present shall sign attendance sheet as proof of their attendance.

23.2. The bids shall be opened one at a time, and the following read out and recorded: (a) the name of the bidder; (c) the presence of a bid security, if required; and (d) any other details as the procuring agency may consider appropriate.

23.3. No bid will be rejected at the time of bid opening except for bids whose bid security has not been provided to the procuring agency before submission deadline.

23.4. The procuring agency shall prepare minutes of the bid opening. The record of the bid opening shall include, as a minimum: the name of the bidder and the bid price, if applicable.

24. Confidentiality

24.1. Information relating to the examination, clarification, evaluation and comparison of bids and recommendation of contract award shall not be disclosed to bidders or any other person(s) not officially concerned with such process, until the time of the announcement of the respective evaluation report.

24.2. Any effort by a bidder to influence the procuring agency processing of bids or award decision may result in the rejection of his bid.

25. Preliminary Examination of Bids

25.1. Prior to the detailed evaluation of bids, the procuring agency will determine whether each bid:

25.1.1. meets the eligibility criteria defined in **BDS**;

25.1.2. has been prepared as per the format and contents defined by the procuring agency in the bidding document;

25.1.3. is accompanied by the required securities; and

25.1.4. is substantially responsive to the requirements of the bidding document.

25.2. The procuring agency will confirm that the documents and information specified under **BDS, GCC and SCC** have been provided in the bids. If any of these documents or information is missing, or is not provided in accordance with the Instructions to Bidders, the bids shall be rejected.

25.3. If a bid is not substantially responsive, it will be rejected by the procuring agency and may not subsequently be evaluated for complete technical responsiveness.

26. Examination of Terms and Conditions, Technical Evaluation

26.1. The procuring agency shall evaluate the technical aspects of the bids submitted in accordance with **BDS**, to confirm that all requirements specified in **Evaluation Criteria, Technical Specifications and Schedule of Requirements**, prescribed in the bidding document have been met without material deviation or reservation.

26.2. If after the examination of the terms and conditions and the technical evaluation, the procuring agency determines that the bid is not substantially responsive in accordance with **BDS**, it shall reject the bids.

27. Correction of Errors

27.1. Bids determined to be substantially responsive will be checked for any arithmetic errors. Errors will be corrected as follows: -

27.1.1. if there is a discrepancy between unit prices and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail, and the total price shall be corrected, unless in the opinion of the procuring agency there is an obvious misplacement of the decimal point in the unit price, in which the total price as quoted shall govern and the unit price shall be corrected;

27.1.2. if there is an error in a total corresponding to the addition or subtraction of sub-totals, the sub-totals shall prevail and the total shall be corrected; and

27.1.3. where there is a discrepancy between the amounts in figures and in words, the amount in words will govern.

27.1.4. Where there is discrepancy between grand total of price schedule and amount mentioned on the Forms of bid, the amount referred in Price Schedule shall be treated as correct subject to elimination of other errors.

27.2. The amount stated in the bid will be adjusted by the procuring agency in accordance with the above procedure for the correction of errors and, with the concurrence of the bidder that shall be considered as binding upon the bidder. If the Bidder does not accept the corrected amount, his bid will then be rejected, and the Bid Security may be forfeited or the Bid Securing Declaration may be executed.

28. Conversion to Single Currency

28.1. As per Rule 30 of Public Procurement Rules, 2004.

29. Evaluation of Bids

29.1. The procuring agency shall evaluate bids in accordance with Rule 30 of Public Procurement Rules, 2004 and compare only those bids determined to be substantially responsive.

29.2. In evaluating the Technical Bids of each Bidder, the Procuring Agency shall apply the evaluation criteria and methodologies specified in the Bid Data Sheet (BDS) and in accordance with the Statement of Requirements and Technical Specifications. No other evaluation criteria or methodologies shall be permitted.

29.3. In case of tie of bids, the bidders shall be provided an opportunity to offer their best and final monetary offer through EPADS. However, in no case the rates shall be higher than the original financial bids.

29.4. The Procuring agency evaluation of a bid will take into account:

29.4.1. the bid price, excluding provisional sums and the provision, if any, for contingencies in the summary bill of quantities, but including day work items, where priced competitively;

29.4.2. price adjustment for correction of arithmetic errors in accordance with **ITB 6**;

29.5. converting the amount resulting from applying (a) and (b) above, if relevant, to a single currency in accordance with **ITB 7**;

29.6. 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 taken into account in bid evaluation.

29.7. If these bidding documents allow bidders to quote separate prices for different lots, and the award to a successful bidder of multiple lots, the methodology of evaluation to determine the lowest evaluated lot combinations in the Form of Bid, is specified in the **BDS**.

30. Determination of Most Advantageous Bids

30.1. Selection technique will be adopted for determining the Successful Bid in accordance with the criteria referred in the **BDS** or prescribed in the separate section titled as Evaluation Criteria.

31. Abnormally Low Financial Bids

31.1. Procuring agency may reject a bid if it has determined that the price, in combination with other constituent elements of the bid, is abnormally low in relation to the subject matter of the procurement, such that it raises material concerns on the part of the procuring agency, as to the ability of the bidder to perform the procurement contract satisfactorily for the offered price.

A procuring agency shall not reject a bid as abnormally low under sub-clause (1) above unless the procuring agency -

31.1.1. requested in writing through EPADS from the bidder a written clarification of his bid, including a detailed price analysis of his bid price in relation to the subject matter of the procurement contract, scope, methodology, schedule, allocation of risks and responsibilities and any other requirements of the bidding document; and

31.1.2. having taken account, the information provided by the bidder in response to a request under paragraph (a) and the information included in the bid, the procuring agency determines that the bidder has failed to demonstrate its ability to perform the procurement contract satisfactorily for the offered price.

The procuring agency shall promptly communicate to the bidder concerned its decision to reject the bid, including the reasons for the decision.

32. Rejection of Bids

32.1. As per Rule 33 of the Public Procurement Rules, 2004

33. Single Responsive Bid

33.1. The procuring agency may consider single responsive bid subject to underlying conditions of Rule 38(b) of the Public Procurement Rules, 2004.

34. Arbitration

34.1. As per Rule 49 of Public Procurement Rules, 2004.

F. Award of Contract

43. Criteria of Award

43.1. The procuring agency will award the Contract to the bidder whose bid has been determined to be substantially responsive to the bidding document and who has been declared as most advantageous Bid.

44. Procuring Agency's Right to reject All Bids

44.1. The procuring agency reserves the right to reject all the Bids and to annul the procurement process at any time prior to acceptance of the bid(s), without thereby incurring any liability to the affected bidder(s).

44.2. Notice of the rejection of all bids shall be given promptly to all bidders that have submitted the bids. The procuring agency shall upon request communicate to any bidder the grounds for the rejection of his bid, but is not required to justify those grounds.

45. Notification of Award

45.1. Prior to the award of contract, the procuring agency shall issue a Final Evaluation Report giving justification for acceptance or rejection of the bids.

45.2. Bidder whose bid has been accepted, will be notified for the award by the Procuring Agency prior to expiration of the Bid Validity period through EPADS. The Letter of Acceptance will state the sum that the procuring agency will pay the successful bidder in consideration for the execution of the scope of works as prescribed by the Contract (hereinafter and in the Contract called the "Contract Price").

45.3. The notification of award will constitute the formation of the Contract, subject to the condition that bidder furnish the Performance Guarantee and signing of the contract.

46. Signing of Contract

46.1. Promptly after notification of award, Procuring Agency shall send the successful bidder the draft agreement, incorporating all terms and conditions as agreed by the parties to the contract. The successful bidder and the procuring agency shall sign the contract.

47. Performance Guarantee

47.1. After the receipt of the Letter of Acceptance, the successful bidder, within the specified time, shall deliver to the Procuring Agency a Performance Guarantee in the amount and in the form stipulated in the **BDS**

and SCC, denominated in the type and proportions of currencies in the Letter of Acceptance and in accordance with the Conditions of Contract.

47.2. Failure of the successful bidder to comply with the requirement of **BDS, SCC and GCC** shall constitute sufficient grounds for the annulment of the award and forfeiture of the bid security, in which event the procuring agency may make the award to the next ranked bidder or call for new bids.

48. Corrupt & Fraudulent Practices

48.1. Procuring Agencies (including beneficiaries of Government funded projects and procurement) as well as Bidders/Contractors under Government financed contracts, observe the highest standard of ethics during the procurement and execution of such contracts, and will avoid to engage in any corrupt and fraudulent practices.

G. Grievance Redressal & Complaint Review Mechanism

53. Constitution of Grievance Redressal

53.1. Procuring agency shall constitute a Grievance Redressal Committee (GRC) comprising of an odd number of persons with proper power and authorization to address the complaint. The GRC shall not have any of the members of Procurement Evaluation Committee.

54. GRC Procedure

54.1. Any aggrieved party or bidder as the case may be, may file grievance in accordance with Rule 48 of the Public Procurement Rules, 2004 and Redressal of Grievance Regulations, 2022

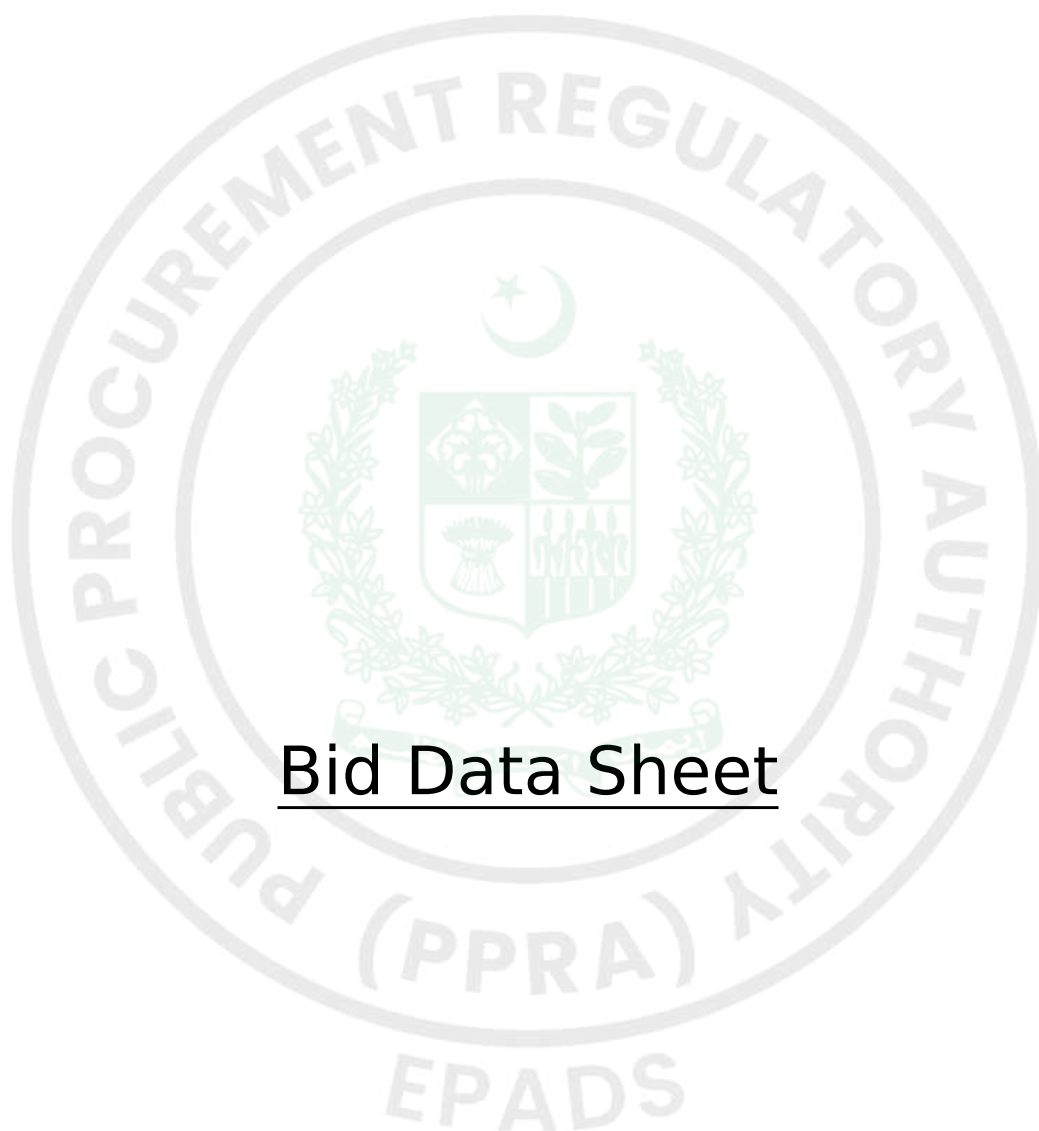
H. Blacklisting/ Debarment

55. Procedure for Blacklisting/Debarment

55.1. The procuring agency may initiate blacklisting proceedings against contractor/supplier in accordance with Rule-19 of the Public Procurement

Rules, 2004 , Mechanism for Blacklisting, Debarment Regulations, 2024 and Regulation on “procedure for filling and disposal of review petition under rule-19(3) of the Public Procurement Rules, 2004.





Bid Data Sheet

Bids Data Sheet (BDS)

The following specific data for the procurement of Non-Consultancy Services to be procured shall complement, supplement, or amend the provisions in the Instructions to Bidders (ITB). Whenever there is a conflict, the provisions herein shall prevail over those in ITB.

BDS Clause Number

ITB Number

Amendments of, and Supplements to, Clauses in the Instruction to Bidders

A. Introduction

BDS Clause Number 1

Name of Procuring Agency: **National Insurance Company Limited (National Insurance Company Limited (NICL))**

The subject of procurement is: **Procurement of AI-Powered Employee Performance & Appraisal Management System (NICL/Procurement/2026/27)**

Expected commencement date: **Thursday, October 15, 2026**

BDS Clause Number 2

Financial year for the operations of the Procuring Agency: **2026-27**

Name and identification number of the Contract: **P81712**

BDS Clause Number 3

JV/Consortium or Association Allowed: **No**

Number of JV/Consortium Members: **Nil**

B. Bidding Documents

BDS Clause Number 4

The Bidders may seek clarifications through **EPADS v2.0**: Clarification Date: Monday, August 24, 2026

Pre-Bid Meeting: Thursday, August 13, 2026 11:00 AM

Venue: Conference Room, 3rd Floor, NICL Building Abbasi Shaheed Road, Karachi. POC: Name: Adnan Niaz, Designation: Manager ERP, Email: adnan.niaz@nicl.com.pk, Office Tel: 99026529 Mobile Number : 0300-2031434, Office Timing : Mon to Fri (9am to 5pm)

BDS Clause Number 5

Any addendum, in case issued, shall be published on **National Insurance Company Limited (National Insurance Company Limited (NICL))** website and on **EPADS v2.0**.

BDS Clause Number 6

List of documents required along with the bid:

1. For any Technical Query please contact: Name: Adnan Niaz, Designation: Manager ERP, Email: adnan.niaz@nicl.com.pk, Office Tel: 99026529 Mobile Number : 0300-2031434, Office Timing : Mon to Fri (9am to 5pm)
2. Pay order : Rs.50,000/- Payee Name: National Insurance Company Limited NTN: 0711319-6 Address: Manager procurement , 5th Floor, NICL Building, Abbasi Shaheed Road, Karachi, Pakistan, Telephone: 021-111-642-642, Purpose of Transaction: Bid Security
3. Legally incorporated / registered company in Pakistan. Attach SECP certificate(s), constitutional documents.
4. Valid National Tax Number and registration with the relevant sales tax authority, where applicable. Attach NTN and sales tax registration certificates.
5. Active taxpayer status on the proposal submission date. Attach Current ATL evidence.
6. Registered on EPADS v2.0. Attach EPADS registration / profile evidence.
7. Not blacklisted, debarred or suspended by any government, semi-government, autonomous, regulatory or public-sector organization. Attach Affidavit on stamp paper and NICL / PPRA verification.

8. Minimum five (5) years of relevant experience in enterprise software, HRMS/ERP, AI solutions, analytics or digital transformation. Attach Company profile and incorporation history.
9. Successful completion of at least three (3) comparable projects during the last five (5) years. Attach Contracts, purchase orders, completion certificates and verifiable references.
10. At least one implementation for a government entity, financial institution, insurance company or enterprise deployment serving more than 500 users. Attach Client certificate / reference and project evidence.
11. Current AI-specific technology partnership: a valid and verifiable AI-specific partnership, designation, specialization, competency or authorized service relationship with at least one internationally recognized AI technology provider, with operational capability to deliver and support in Pakistan. General resale, hardware, productivity-software or non-AI partner status alone shall not qualify. Attach Official partner certificate / letter or public directory record; AI-specific designation.
12. The proposed system shall be commercially available or demonstrably production-ready and capable of live demonstration. Attach Product brochure, solution profile, release / version details and demo access.
13. The solution shall support AI-enabled performance management, explainable outputs and human review / override. Attach Technical proposal and completed compliance matrix.
14. The solution shall support secure REST APIs or equivalent standards-based interfaces for integration. Attach Architecture and API documentation.
15. The solution shall support RBAC, SSO, MFA, encryption and complete audit logging. Attach Security architecture and compliance response.
16. The bidder shall provide requirement study, configuration / customization, integration, data migration, testing, UAT, training, production deployment and support. Attach Technical proposal and signed undertaking.
17. Minimum 6-month comprehensive warranty after Go-Live acceptance. Attach Warranty undertaking.

18. Submission of a completed clause-by-clause Technical Compliance Matrix without blanket responses. Attach Signed compliance matrix.
19. AI and data-governance undertaking: NICL data shall not be used to train public / shared models; AI outputs shall be logged, explainable, reviewable and subject to human approval. Attach Signed data protection and responsible AI undertaking.
20. If the bidder proposes third-party / OEM software, it shall hold authorization to license, implement and support that solution in Pakistan for the proposed term. Attach OEM / authorization letter and licensing terms.
21. Financial capacity proportionate to the procurement. Attach Audited financial statements / tax returns for the last three years and any threshold stated in the BDS.
22. Attach Company Profile, Experience & Certifications
23. Attach Comparable Project Experience & Client Evidence
24. Technical Compliance with Scope of Work
25. AI Capabilities & Responsible AI Governance
26. AI Technology Partnership & International Affiliations
27. Architecture, Integration, Security & Data Protection
28. Implementation Methodology & Work Plan
29. Attach detail of Project Team & Key Resources
30. Live Demonstration / Proof of Capability
31. Attach Warranty, Support, SLA & Knowledge Transfer
32. Form 1 — Preferably AI Technology Partnership Verification. Form is attached as an Annexure.
33. Form 2 — Preferably International Professional Affiliation Evidence. Form is attached as an Annexure.
34. Form 3 — Similar Project Reference. Form is attached as an Annexure.
35. Form 4— Key Expert CV Summary. Form is attached as an Annexure.

36. Proposed Project Team. Form is attached as an Annexure.

37. Financial Proposal Summary. Form is attached as an Annexure.

BDS Clause Number 7

The qualification criteria to establish the supply / production capability of the bidder.

see Eligibility Criteria

BDS Clause Number 8

Services and Their related documents:

See section Required Services and Scope of Work

BDS Clause Number 9

Price schedule will be provided according to the format defined and acquired.

see section price schedule.

BDS Clause Number 10

Specifications:

see section of specifications.

C. Preparation of Bids

BDS Clause Number 11

The price shall be **Fixed**.

BDS Clause Number 12

Currency of the Bids shall be : **PKR**

BDS Clause Number 13

The Bids/Bid Validity period shall be: **90 Days**

BDS Clause Number 14

The amount of Bid Security shall be as defined in Bid Security Section for items and lots given in **BDS 6**

The Bid Security shall be in the form of: **Pay Order**

BDS Clause Number 15

The Bids security shall be valid for twenty-eight (28) days beyond the expiry of the Bids validity period specified in the bidding documents, for example the bid validity is 90 days so the bid security shall be valid for $90+28 = 118$ days.

BDS Clause Number 16

Alternative Bids to the requirements of the bidding documents will not be permitted.

D. Submission of Bids

BDS Clause Number 17

Bid shall be submitted online on EPADS v2.0 whereas hard copy of the bid security should be submitted to the following;

3rd Floor, 20-A, Cricket House, Shadman-II, Jail Road., Lahore City, Lahore (District), Lahore Division (Division), Punjab (Province).

Bids that are not submitted on EPADS v2.0 shall be disqualified.

The deadline for Bids submission is: **Thursday, August 27, 2026 10:00 AM**

E. Opening and Evaluation of Bids

BDS Clause Number 18

The Bids opening shall take place on **EPADS v2.0**.

Day : **Thursday**

Date: **Thursday, August 27, 2026**

Time : **10:30 AM**

BDS Clause Number 19

Selection technique adopted will be: **Quality and Cost Based Selection (QCBS)**

see Evaluation Criteria

F. Award of Contract

BDS Clause Number 20

The Performance guarantee shall: **0%**.

The Performance Guarantee shall be acceptable in the form of: **Nil**

21.

51.1

Arbitrator shall be appointed by mutual consent of the both parties.

G. Review of Procurement Decisions

BDS Clause Number 22

Grievance against this procurement shall be submitted online on EPADS v2.0.

Eligibility Criteria

Bidder's Type	Required Registration
Sole Proprietorship	NADRA CITIZENSHIP (CNIC/NICOP)
Partnership Firm	FBR (NTN)
Company (Private Limited)	SECP
Company (Public Limited)	
Company (Holding Company)	
Company (Limited by Guarantee)	
State Owned Enterprise (Private Limited)	
State Owned Enterprise (Public Limited)	

Eligibility Criteria	Document
Legally incorporated / registered company in Pakistan. Attach SECP certificate(s), constitutional documents.	Yes
Valid National Tax Number and registration with the relevant sales tax authority, where applicable. Attach NTN and sales tax registration certificates.	Yes
Active taxpayer status on the proposal submission date. Attach Current ATL evidence.	Yes
Registered on EPADS v2.0. Attach EPADS registration / profile evidence.	Yes

Not blacklisted, debarred or suspended by any government, semi-government, autonomous, regulatory or public-sector organization. Attach Affidavit on stamp paper and NICL / PPRA verification.	Yes
Minimum five (5) years of relevant experience in enterprise software, HRMS/ERP, AI solutions, analytics or digital transformation. Attach Company profile and incorporation history.	Yes
Successful completion of at least three (3) comparable projects during the last five (5) years. Attach Contracts, purchase orders, completion certificates and verifiable references.	Yes
At least one implementation for a government entity, financial institution, insurance company or enterprise deployment serving more than 500 users. Attach Client certificate / reference and project evidence.	Yes
Current AI-specific technology partnership: a valid and verifiable AI-specific partnership, designation, specialization, competency or authorized service relationship with at least one internationally recognized AI technology provider, with operational capability to deliver and support in Pakistan. General resale, hardware, productivity-software or non-AI partner status alone shall not qualify. Attach Official partner certificate / letter or public directory record; AI-specific designation.	Yes
The proposed system shall be commercially available or demonstrably production-ready and capable of live demonstration. Attach Product brochure, solution profile, release / version details and demo access.	Yes
The solution shall support AI-enabled performance management, explainable outputs and human review / override. Attach Technical proposal and completed compliance matrix.	Yes
The solution shall support secure REST APIs or equivalent standards-based interfaces for integration. Attach Architecture and API documentation.	Yes
The solution shall support RBAC, SSO, MFA, encryption and complete audit logging. Attach Security architecture and compliance response.	Yes
The bidder shall provide requirement study, configuration / customization, integration, data migration, testing, UAT, training, production deployment and support. Attach Technical proposal and signed undertaking.	Yes

Minimum 6-month comprehensive warranty after Go-Live acceptance. Attach Warranty undertaking.	Yes
Submission of a completed clause-by-clause Technical Compliance Matrix without blanket responses. Attach Signed compliance matrix.	Yes
AI and data-governance undertaking: NICL data shall not be used to train public / shared models; AI outputs shall be logged, explainable, reviewable and subject to human approval. Attach Signed data protection and responsible AI undertaking.	Yes
If the bidder proposes third-party / OEM software, it shall hold authorization to license, implement and support that solution in Pakistan for the proposed term. Attach OEM / authorization letter and licensing terms.	Yes
Financial capacity proportionate to the procurement. Attach Audited financial statements / tax returns for the last three years and any threshold stated in the BDS.	Yes

Evaluation Criteria

Quality and Cost Based Selection (QCBS)

Technical Marks	100
Passing Marks	70
Technical Evaluation Criteria	
Company Profile, Experience and Management Certifications (Qualitative)(Doc Required)	8
Comparable Project Experience and Client Evidence (Qualitative)(Doc Required)	12
Technical Compliance with the Scope of Work (Qualitative)(Doc Required)	12
Artificial Intelligence Capabilities and Responsible AI Governance (Qualitative)(Doc Required)	15
AI Technology Partnership Strength and International Professional Affiliations (Qualitative)(Doc Required)	10
Solution Architecture, Integration, Security and Data Protection (Qualitative)(Doc Required)	10
Implementation Methodology, Work Plan and Risk Management (Qualitative)(Doc Required)	10
Project Team and Key Resources (Qualitative)(Doc Required)	5
Live Demonstration / Proof of Capability/ Already Available Solution (Qualitative)(Doc Required)	15
Warranty, Support, SLA and Knowledge Transfer (Qualitative)(Doc Required)	3

Required Services

Positions Without Lots :

Position	Delivery Schedule	Quantity	Bid Security
AI-Powered Employee Performance & Appraisal Management System (Total Cost=One Time+Yearly)	Address: Bid Security Details Format: Pay Order Purpose of Transaction: Bid Security Payee: NICL NTN: 0711319-6 Address: Manager Procurement Department, 5th Floor, Left Wing, NICL Building, Abassi Shaheed Road, Karachi Tel: 021-111-642-642 Schedule: 30 Days Quantity: 1/job	1/job	50000 PKR

Related Services :

No



Services Specifications

Positions Without Lots :

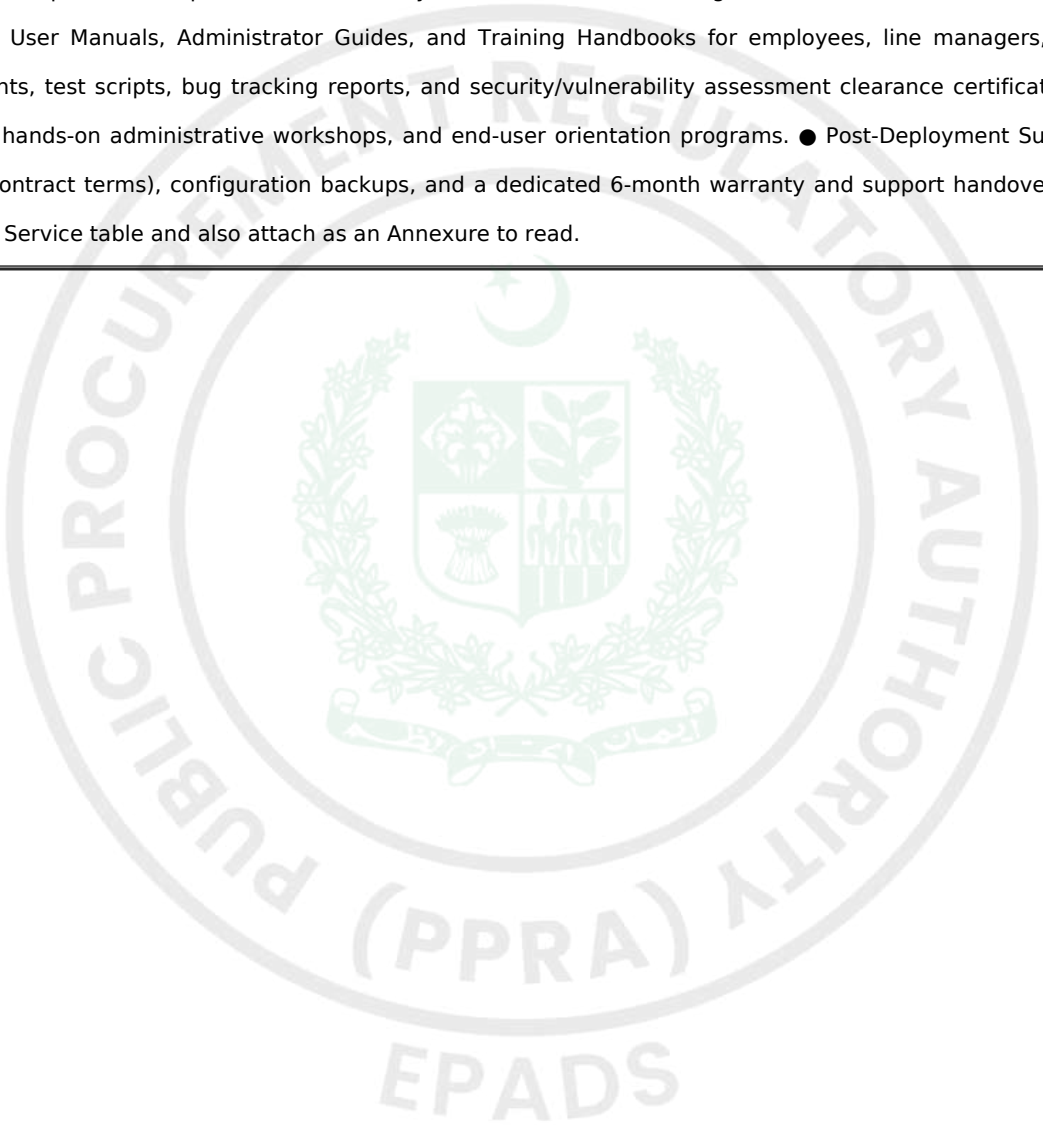
Position: AI-Powered Employee Performance & Appraisal Management System (Total Cost=One Time+Yearly)

Specifications / Requirements:

The services encompass the following comprehensive milestones and deliverables: ● **Process Study & Customization Gathering:** The vendor shall engage all NICL departments to map existing workflows, gather customization requirements, and define performance KPIs. ● **SRS/BRD Sign-Off:** The vendor shall compile these requirements into an SRS/BRD document for formal sign-off by the competent authority before initiating any customization work. ● **System Customization:** The vendor shall tailor and configure the proposed off-the-shelf AI engine and platform to align precisely with NICL's operational requirements and evaluation hierarchies. ● **Workflow Configuration:** The vendor shall configure automated operational workflows, approval chains, and evaluation cycles within the system. ● **Dashboard Development:** The vendor shall develop and deploy role-based analytical dashboards providing real-time visibility into employee productivity metrics, departmental outputs, and performance analytics. ● **Report Development:** The vendor shall design and deliver customized reporting modules capable of generating granular and executive-level performance summaries. ● **User Acceptance Testing (UAT) & Deployment:** The vendor shall execute rigorous testing protocols, oversee User Acceptance Testing, and manage seamless production deployment. ● **Capacity Building & Documentation:** The vendor shall conduct comprehensive end-user and administrator training programs, accompanied by the provision of detailed operational training manuals and system documentation. ● **Support and Maintenance:** The vendor shall provide comprehensive technical support, troubleshooting, and maintenance services for a mandatory duration of six (6) months post-deployment. The proposed solution shall establish a centralized, comprehensive employee data bank and performance tracking mechanism. The functional scope under this section encompasses the following core modules and integrations: ● **Centralized Employee Profile & Structural Mapping:** The solution shall maintain detailed master profiles for all personnel, integrated seamlessly with organization hierarchy, department structure, branch and zonal office mapping, and reporting lines and supervisory hierarchy. ● **Target Setting, Task Assignment & Operational Tracking:** The system shall incorporate robust functionalities for performance planning and execution, enabling Department Heads (HoDs) to define annual departmental targets, cascade targets into specific projects and daily operational tasks, and facilitate delegation and real-time tracking of task completion and routine workflows. ● **Integrated HR Data Synchronization:** To ensure an up-to-date and comprehensive profile, the system shall fetch, integrate, and synchronize data points dynamically through interfacing with the existing Human Resource (HR) system, covering job history, transfer history, qualification and academic records, professional certifications, skills inventory, training history, attendance summary, leave summary, and disciplinary records.

3.2 Performance Planning, Goal Alignment & KPI Task Management The successful vendor shall deliver a complete, production-ready, enterprise-grade solution along with comprehensive documentation and artifacts. The expected implementation deliverables include: ● **Core Software Systems:** A fully

responsive, enterprise-grade web-based solution optimized for administrative, HR, and executive access, alongside fully native mobile applications for both Android and iOS platforms to facilitate on-the-go approvals, tracking, and employee self-service. ● Project & Technical Documentation: Comprehensive deliverables including the Business Requirements Document (BRD), Software Requirements Specification (SRS), System Architecture & Design Documents, Database Schema Documentation, and API Integration Guides. ● Operational Manuals: Detailed User Manuals, Administrator Guides, and Training Handbooks for employees, line managers, and HR personnel. ● Testing & Quality Assurance Artifacts: UAT sign-off documents, test scripts, bug tracking reports, and security/vulnerability assessment clearance certificates. ● Training & Enablement: Delivery of comprehensive train-the-trainer sessions, hands-on administrative workshops, and end-user orientation programs. ● Post-Deployment Support Package: Transition documentation, source code escrow (if applicable under contract terms), configuration backups, and a dedicated 6-month warranty and support handover report. Detailed/Complete Specifications with Scope of Service is attach in Scope of Service table and also attach as an Annexure to read.



Scope of Work

Scope of Services:

The successfully evaluated and shortlisted bidder, through a competitive bidding process, shall provide a robust, enterprise-grade, market-tested AI-based employee performance management system. Preference shall be accorded to mature solutions that are already successfully deployed and operational in comparable organizational environments, rather than custom-built software developed from scratch.

12.1 Preference for Market-Proven, Pre-Built Solutions

PREFERENCE — MARKET-PROVEN, PRE-BUILT & WELL-TESTED SOLUTION

Preference shall be given to configurable, off-the-shelf solutions that can be customized to NICL's requirements within the stipulated timeline, rather than fully bespoke software developed entirely from scratch.

The scope of services encompasses the following comprehensive milestones and deliverables:

- **Process Study & Customization Gathering:** The vendor shall engage all NICL departments to map existing workflows, gather customization requirements, and define performance KPIs.

- **SRS/BRD Sign-Off:** The vendor shall compile these requirements into an SRS/BRD document for formal sign-off by the competent authority before initiating any customization work.
- **System Customization:** The vendor shall tailor and configure the proposed off-the-shelf AI engine and platform to align precisely with NICL's operational requirements and evaluation hierarchies.
- **Workflow Configuration:** The vendor shall configure automated operational workflows, approval chains, and evaluation cycles within the system.
- **Dashboard Development:** The vendor shall develop and deploy role-based analytical dashboards providing real-time visibility into employee productivity metrics, departmental outputs, and performance analytics.
- **Report Development:** The vendor shall design and deliver customized reporting modules capable of generating granular and executive-level performance summaries.
- **User Acceptance Testing (UAT) & Deployment:** The vendor shall execute rigorous testing protocols, oversee User Acceptance Testing, and manage seamless production deployment.
- **Capacity Building & Documentation:** The vendor shall conduct comprehensive end-user and administrator training programs, accompanied by the provision of detailed operational training manuals and system documentation.
- **Support and Maintenance:** The vendor shall provide comprehensive technical support, troubleshooting, and maintenance services for a mandatory duration of six (6) months post-deployment.

12.2 Functional Scope

12.2.1 Employee Information Management & Performance Core

The proposed solution shall establish a centralized, comprehensive employee data bank and performance tracking mechanism. The functional scope under this section encompasses the following core modules and integrations:

- **Centralized Employee Profile & Structural Mapping:** The solution shall maintain detailed master profiles for all personnel, integrated seamlessly with organization hierarchy, department structure, branch and zonal office mapping, and reporting lines and supervisory hierarchy.
- **Target Setting, Task Assignment & Operational Tracking:** The system shall incorporate robust functionalities for performance planning and execution, enabling Department Heads (HoDs) to define annual departmental targets, cascade targets into specific projects and daily operational tasks, and facilitate delegation and real-time tracking of task completion and routine workflows.
- **Integrated HR Data Synchronization:** To ensure an up-to-date and comprehensive profile, the system shall fetch, integrate, and synchronize data points dynamically through interfacing with the existing Human Resource (HR) system, covering job history, transfer history, qualification and academic records, professional certifications, skills inventory, training history, attendance summary, leave summary, and disciplinary records.

12.2.2 Performance Planning, Goal Alignment & KPI Task Management

The proposed solution shall provide an end-to-end performance planning and tracking framework, incorporating:

- **Strategic Alignment & Cascading:** Support for annual, quarterly, and monthly plans, enabling seamless goal cascading from corporate down to individual tiers (KPIs, OKRs, SMART goals) with configurable weightages and target dates.
- **KPI Creation & Assignment:** Management tools to define, assign, and weight department- and employee-specific KPIs reflecting operational priorities.

- **Tracking & Milestone Execution:** Modules for monthly KPI tracking, milestone monitoring, task management, and structured review cycles (daily to annual).
- **Evidence & Automated Scoring:** Built-in support for uploading evidence, tracking progress, and automatically computing task completion and KPI scores based on predefined metrics.

12.2.3 AI-Based Performance Intelligence & Analytics Engine

The proposed solution shall integrate an AI engine to drive objective evaluation, predictive modeling, and automated development recommendations, incorporating:

- **Intelligent Scoring & Normalization:** Algorithmic processing for AI-assisted scoring, rating normalization, consistency analysis, bias mitigation, and automated justification generation.
- **Predictive Workforce Analytics:** Machine learning models to forecast talent metrics, including high-performer identification, promotion readiness, succession planning, attrition risks, and performance decline indicators.
- **Automated Recommendations:** Decision-support workflows that dynamically recommend targeted training, personalized learning paths, performance improvement plans, coaching interventions, and career progression trajectories.

12.2.4 Multi-Rater (360° Feedback) & Competency Assessment Framework

The proposed solution shall incorporate a comprehensive evaluation mechanism combining holistic multi-rater feedback channels with structured competency assessments to ensure a balanced appraisal of employee capabilities. The framework shall encompass:

- **Multi-Rater 360° Feedback Channels:** The system shall support robust, configurable feedback loops capturing inputs from supervisors, peers, subordinates, cross-functional collaborators, and optional external or internal customer touchpoints to provide a well-rounded operational review.
- **Core Competency Evaluation:** The system shall systematically evaluate critical professional attributes, encompassing technical and functional competencies, leadership capabilities, communication skills, teamwork, innovation, professional integrity, problem-solving aptitude, customer orientation, and decision-making efficacy.

12.3 Interactive Dashboards & Reporting Requirements

The proposed solution shall provide role-based, real-time interactive dashboards tailored for diverse operational and executive tiers, alongside a robust reporting engine capable of generating audit-ready analytics.

Stakeholder Dashboards. The system shall deliver specialized interfaces including:

- **Employee Dashboard:** Displays personal goals, KPIs, active tasks, attendance records, performance trends, pending reviews, AI-driven recommendations, and personalized learning suggestions.
- **Line Manager Dashboard:** Provides visibility into team performance metrics, goal and KPI completion rates, attendance summaries, high and low performer identification, AI-generated insights, and pending approval workflows.
- **HR Dashboard:** Delivers macro-level analytics including enterprise organization performance, cross-department comparisons, rating distributions, promotion readiness matrices, competency gaps, succession pipelines, attrition predictions, and calibration analysis.

- **Executive Dashboard:** Features enterprise performance indices, branch-wise and department-wise comparisons, strategic KPI achievement, promotion pipelines, high-potential employee tracking, organizational productivity metrics, AI-generated executive summaries, heat maps, and longitudinal trend analysis.
- **Reporting & Export Capabilities:** The system shall generate comprehensive operational, compensation, development, and analytical reports — including annual performance reports, individual scorecards, KPI achievement tracking, department performance and rankings, promotion and compensation recommendations, training need analyses (TNA), succession planning, and AI insight reports. All generated reports shall be fully exportable to PDF, Excel, Word, and CSV formats.

12.4 Artificial Intelligence Features & Explainable AI (XAI) Framework

The proposed solution shall incorporate an advanced generative and analytical Artificial Intelligence (AI) suite to streamline user interaction, automate administrative burdens, and enhance decision-making accuracy. The AI engine shall provide:

- **Generative Assistance & Authoring Tools:** An AI-powered appraisal assistant, automated employee feedback generation, objective-writing assistance, and intelligent KPI creation tools to facilitate seamless target setting and performance evaluations.
- **Conversational Interface & Advanced Analytics:** A native AI chat assistant for intuitive system navigation and query resolution, coupled with advanced AI analytics for deep-dive workforce insights, performance forecasting, and predictive modeling.
- **Prescriptive Recommendations & Intelligence Engine:** Configurable scoring rules alongside automated recommendation engines for promotions, salary increments, Performance Improvement Plans (PIPs), career progression, and targeted development interventions.

- **Automated ACR Generation:** Automated drafting and generation of annual confidential reports (ACRs) aligned with public sector evaluation standards.
- **Bias Detection & Mitigation:** Built-in AI-based bias detection mechanisms to ensure rating consistency, fairness, and objective evaluation across departments.
- **Explainable Artificial Intelligence (XAI) Framework:** The AI solution shall strictly implement Explainable AI principles, ensuring that every AI-generated score, recommendation, prediction, or assessment remains transparent, fully auditable, and interpretable for employees, reviewers, HR professionals, auditors, and management by explicitly detailing the underlying data considered, influencing factors, weightages applied, confidence levels, business rules used, supporting evidence, and historical comparisons.

12.5 Security Requirements

The proposed solution shall enforce robust enterprise-grade security controls to protect sensitive personnel data and maintain system integrity, incorporating:

- **Access Control & Authentication:** Role-Based Access Control (RBAC) to restrict system privileges based on organizational hierarchy, alongside mandatory Multi-Factor Authentication (MFA) for secure user authentication.
- **Data Protection & Cryptography:** Comprehensive data encryption standards utilizing AES-256 for data at rest and in transit.
- **Auditing & Monitoring:** Comprehensive audit trails and system activity logs to track administrative actions, user transactions, and data access securely.

12.6 Project Delivery Timeline & Warranty Period

The total delivery, customization, deployment, and operationalization timeline for the complete solution shall not exceed six (6) months from the date of contract signing or issuance of the work order. A mandatory warranty and technical support period of six (6) months shall commence immediately upon successful production deployment and formal project sign-off.

12.7 Licensing, Subscriptions & Financial Inclusivity

All costs associated with software licensing, implementation, customization, training, and documentation—alongside any backend third-party software subscriptions, foundational AI model access, API usage, cloud processing fees, or token/compute expenses required to operate the AI engine—shall be fully borne by the vendor initially till warranty/support time period.

Mandatory Financial Proposal Instructions: Bidders must explicitly detail all such ongoing subscription or operational costs within their financial proposals, specifying the yearly cost breakdown. Any recurring monthly or yearly subscription fees, third-party licensing costs, or AI token/compute expenses required to operate the AI engine and its advanced analytics on the backend must be entirely bundled and covered within the initial bid price and the subsequent Annual Technical Support & Maintenance (ATSM) framework until the expiration of the mandatory support and warranty time period. Upon the conclusion of the support time period, any future subscription or maintenance renewals required by NICL shall be mutually determined and governed through a separate Service Level Agreement (SLA) or formal agreement.

12.7.1 Preference for Independent, Zero-Subscription AI Solutions

PREFERENCE — INDEPENDENT, ZERO-SUBSCRIPTION AI SOLUTION

NICL will give clear preference to a proposed solution where BOTH of the following conditions are met:

- (a) The proposed AI solution operates independently of external, recurring commercial AI subscriptions or third-party paid cloud APIs; and
- (b) The system incurs zero mandatory ongoing subscription costs for its core AI intelligence features.

Where a bidder's solution satisfies these conditions, such a solution shall be given preference during evaluation. Bidders offering such a solution **MUST** state this very clearly and prominently in their technical and financial proposals and shall highlight it explicitly, as it will be treated as a strong positive differentiator.

12.8 Financial Proposal Requirements

- Comprehensive costing of all features. The financial proposal shall include the complete development, customization, configuration, deployment, integration, training, documentation, and support cost of each and every feature, module, deliverable, and service described anywhere in this Scope of Work and in the bidder's technical proposal. No feature offered in the technical proposal shall be excluded from, or separately charged outside, the financial proposal.
- Fully self-contained / all-inclusive solution. The vendor shall ensure that the proposed solution is fully self-contained or otherwise inclusive of all necessary software licenses, foundational AI model access, API endpoints, and processing subscriptions required for the complete and continuous operation of the solution.

- Recurring backend costs borne by the vendor. Any recurring monthly or yearly subscription fees, third-party licensing costs, or AI token / compute expenses required to operate the AI engine and its advanced analytics on the backend shall be borne entirely by the vendor throughout the support / warranty period.
- Mandatory disclosure of recurring cost and yearly figure. Any such recurring or operational cost of the above nature must be explicitly identified and itemized in the financial proposal. Where any recurring cost exists, the bidder shall clearly state the applicable YEARLY cost. Bidders offering a solution with zero mandatory recurring subscription cost (see Section 8.1) shall state this clearly, as such solutions will be preferred.
- Firm and inclusive price. The quoted price shall remain firm and all-inclusive. NICL shall not be liable for any separate, recurring, or hidden charges during the delivery, warranty, and support period.

Financial Proposal Summary (indicative template — bidder to complete):

No.	Cost Component	One-Time Cost (PKR)	Recurring / Yearly Cost (PKR)	Remarks
1	Software licenses / platform			
2	Customization, configuration & workflow setup			
3	Integration & data migration			

4	Foundational AI model access / API / backend compute			
5	Training, documentation & change management			
6	Support & maintenance (state per-year cost)			
7	Any other recurring subscription / third-party cost			
	TOTAL (One-Time + Yearly)			

Note: If no recurring/yearly cost applies because the solution is independent of paid subscriptions, the bidder shall enter "NIL – Zero recurring subscription cost" against the relevant rows and highlight this in the proposal.

12.9 Implementation Deliverables

The successful vendor shall deliver a complete, production-ready, enterprise-grade solution along with comprehensive documentation and artifacts. The expected implementation deliverables include:

- **Core Software Systems:** A fully responsive, enterprise-grade web-based solution optimized for administrative, HR, and executive access, alongside fully native mobile applications for both Android and iOS platforms to facilitate on-the-go approvals,

tracking, and employee self-service.

- **Project & Technical Documentation:** Comprehensive deliverables including the Business Requirements Document (BRD), Software Requirements Specification (SRS), System Architecture & Design Documents, Database Schema Documentation, and API Integration Guides.
- **Operational Manuals:** Detailed User Manuals, Administrator Guides, and Training Handbooks for employees, line managers, and HR personnel.
- **Testing & Quality Assurance Artifacts:** UAT sign-off documents, test scripts, bug tracking reports, and security/vulnerability assessment clearance certificates.
- **Training & Enablement:** Delivery of comprehensive train-the-trainer sessions, hands-on administrative workshops, and end-user orientation programs.
- **Post-Deployment Support Package:** Transition documentation, source code escrow (if applicable under contract terms), configuration backups, and a dedicated 6-month warranty and support handover report.

12.10 System Administration & Configurable Scoring Rules

The proposed solution shall empower designated HR Administrators with comprehensive, no-code configuration capabilities to manage and adapt performance evaluation parameters independently, without requiring vendor intervention or custom source code modifications. The system shall feature an intuitive administrative control panel supporting the configuration of:

- **Scoring Weights & Parameters:** Adjustable weightages for KPIs, goals, competencies, behavioral assessments, attendance, and completed training modules.

- **Granular Evaluation Hierarchies:** Department-specific and designation-specific scoring models, customizable rating scales, and performance grading criteria.

Compensation & Career Rules: Configurable automated rules for bonus calculations and promotion eligibility criteria.



Price Schedule

For Individual Positions

#	Position Title	Quantity	Unit Price (PKR)	Total Price (PKR)	Delivery Location	Delivery Period / Year	Country of Origin
1							
2							

For Lots

#	Lot Title	Total Lot Price (PKR)	Country of Origin
1	[Lot 1 Title]		





General Conditions of Contract

A. General

1. Definitions

1.1. Unless the context otherwise requires, the following terms whenever used in this Contract shall have the same meaning and shall be interpreted as indicated

1.1.1. “Applicable Law” means the laws and any other instruments having the force of law in the Government’s Country, or in such other country as may be specified in the Special Conditions of the Contract (SC), as they may be issued and in force from time to time;

1.1.2. “The Contract” means an agreement enforceable by law;

1.1.3. “The Contract Price” means the price payable to the Contractor under the Contract for the full and proper performance of its contractual obligations;

1.1.4. “The Services” means the work to be performed by the Contractor pursuant to this Contract and as prescribed in the Specifications and Schedule of Activities included in the Contractor’s Bid;

1.1.5. “Ancillary Services” means those services ancillary to the provision of Services, such as transportation and insurance, and any other incidental services, such as installation, commissioning, provision of technical assistance, training, and other such obligations of the Contractor covered under the Contract;

1.1.6. “GCC” means the General Conditions of Contract contained in this section;

1.1.7. “SCC” means the Special Conditions of Contract by which the GCC may be amended or supplemented;

1.1.8. “Day” means calendar day unless indicated otherwise;

1.1.9. “Effective Date” means the date on which this Contract comes into force and effect;

1.1.10. “The Contractor” means the individual or corporate body whose Bids to provide the Services has been accepted by the Procuring Agency;

1.1.11. “The Project Site,” where applicable, means the place or places named in Bid Data Sheet and technical Specifications;

1.1.12. “Government” means the Government of Pakistan;

1.1.13. “Local Currency” means the currency of Pakistan;

1.1.14. “In Writing” means communicated in written form with proof of receipt;

1.1.15. “Completion Date” means the date of completion of the Services by the Contractor as certified by the Procuring Agency;

1.1.16. “Foreign Currency” means any currency other than the currency of the country of the Procuring Agency;

1.1.17. "Party" means the Procuring Agency or the Contractor, as the case may be, and "Parties" means both of them;

1.1.18. "Service" means any object of procurement other than goods or works;

1.1.19. "Subcontractor" means any entity to which the Bidder subcontracts any part of the Services.

2. Applicable Law

2.1. The contract shall be governed and interpreted in accordance with the laws of Pakistan, unless otherwise specified in SCC.

3. Language

3.1. The Contract as well as all correspondence and documents relating to the Contract exchanged between the Contractor and the Procuring Agency, shall be written in the **English language** unless otherwise stated in the SCC. Supporting documents and printed literature that are part of the Contract may be in another language provided these are accompanied by an accurate translation of the relevant passages in English, in which case, for purposes of interpretation of the Contract, this translation shall govern.

4. Notices

4.1. Any notice, request, or consent made pursuant to this Contract shall be in writing and shall be deemed to have been made when delivered in person to an authorized representative of the Party to whom the communication is addressed, or when sent by registered mail, telex, telegram, or facsimile to such Party at the address specified in the SCC.

5. Location

5.1. The Services shall be performed at such locations as the Procuring Agency may approve and as specified in SCC.

6. Authorized Representatives / Authority of Member in charge

6.1. Any action required or permitted to be taken, and any document required or permitted to be executed, under this Contract by the Procuring Agency or the Contractor may be taken or executed by the officials specified in the SCC.

B. Commencement, Completion, Modification, and Termination of Contract

7. Effectiveness of Contract

7.1. This Contract shall come into effect on the date the Contract is signed by both parties and such other later date as may be stated in the SCC.

8. Commencement of Services

8.1. The Contractor shall confirm availability of Key Experts and begin carrying out the Services not later than the number of days after the Effective Date specified in the SCC.

9. Program schedule

9.1. Before commencement of the Services, the Contractor shall submit to the Procuring Agency for approval a Program showing the general methods, arrangements, order and timing for all activities. The Services shall be carried out in accordance with the approved Program as updated.

10. Starting Date/Expiration Date

10.1. The Contractor shall start carrying out the Services Five (05) days after the date the Contract becomes effective, or at such other date as may be specified in the SCC.

10.2. Unless terminated earlier pursuant to Clause **GCC 14** hereof, this Contract shall expire at the end of such time period after the Effective Date as specified in the SCC.

11. Entire Agreement

11.1. This Contract contains all covenants, stipulations and provisions agreed by the Parties. No agent or representative of either Party has authority to make, and the Parties shall not be bound by or be liable for, any statement, representation, promise or agreement not set forth herein.

12. Modification

12.1. Any modification or variation of the terms and conditions of this Contract, including any modification or variation of the scope of the Services, may only be made by written agreement between the Parties. However, each Party shall give due consideration to any modification(s) or variation(s) made by the other Party.

12.2. In cases of any modification(s) or variation(s), the prior written consent of the Procuring Agency is required.

13. Force Majeure

13.1. Definition

For the purposes of this Contract, "Force Majeure" means an event which is beyond the reasonable control of a Contractor and which makes a Contractor's performance of its obligations under the Contract impossible or so impractical as to be considered impossible under the circumstances.

13.2. No Breach of Contract

The failure of a Party to fulfill any of its obligations under the contract shall not be considered to be a breach of, or default under, this Contract in so far as such inability arises from an event of Force Majeure, provided that the Party affected by such an event (a) has taken all reasonable precautions, due care and reasonable alternative measures in order to carry out the terms and conditions of this Contract, and (b) has informed the other Party as soon as possible about the occurrence of such an event.

13.3. Extension of Time

Any period within which a Contractor shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.

13.4. Payments

During the period of their inability to perform the Services as a result of an event of Force Majeure, the Contractor shall be entitled to continue to be paid under the terms of this Contract, as well as to be reimbursed for additional costs reasonably and necessarily incurred by them during such period for the purposes of the Services and in reactivating the Service after the end of such period.

14. Termination

14.1. By the Procuring Agency

The Procuring Agency may terminate this Contract in case of the occurrence of any of the events specified in paragraphs (a) through (e) of this Clause. In such an occurrence the Procuring Agency shall give at least thirty (30) calendar days' written notice of termination to the Contractor in case of the events referred to in (a) through (d); at least sixty (60) calendar days' written notice in case of the event referred to in (e);

14.1.1. If the Contractor fails to remedy a failure in the performance of its obligations hereunder, as specified in a notice of suspension;

14.1.2. If the Contractor becomes (or, if the Contractor consists of more than one entity, if any of its members becomes) insolvent or bankrupt or enter into any agreements with their creditors for relief of debt or take advantage of any law for the benefit of debtors or go into liquidation or receivership whether compulsory or voluntary;

14.1.3. If the Contractor fails to comply with any final decision reached as a result of arbitration proceedings;

14.1.4. If, as the result of Force Majeure, the Contractor is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days;

14.1.5. If the Procuring Agency, in its sole discretion and for any reason whatsoever, decides to terminate this Contract;

14.2. By the Contractor

The Contractor may terminate this Contract, by not less than thirty (30) calendar days' written notice to the Procuring Agency, in case of the occurrence of any of the events specified in paragraphs (a) through (d) of this Clause.

14.2.1. If the Procuring Agency fails to pay any money due to the Contractor pursuant to this Contract and not subject to dispute within forty-five (45) calendar days after receiving written notice from the Contractor that such payment is overdue;

14.2.2. If, as the result of Force Majeure, the Contractor is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days;

14.2.3. If the Procuring Agency fails to comply with any final decision reached as a result of arbitration;

14.2.4. If the Procuring Agency is in material breach of its obligations pursuant to this Contract and has not remedied the same within forty-five (45) days (or such longer period as the Bidder may have subsequently approved in writing) following the receipt by the Procuring Agency of the Contractor's notice specifying such breach.

C. Obligations of the Contractor

15. General

15.1. Standard of Performance

15.1.1. The Contractor shall perform the Services and carry out the Services with all due diligence, efficiency and economy, in accordance with generally accepted professional standards and practices, and shall observe sound management practices, and employ appropriate technology and safe and effective equipment, machinery, materials and methods. The Contractor shall always act, in respect of any matter relating to this Contract or to the Services, as a faithful adviser to the Procuring Agency, and shall at all times support and safeguard the Procuring Agency's legitimate interests in any dealings with the third parties;

15.1.2. The Contractor shall employ and provide such qualified and experienced Experts and Sub-Contractors as are required to carry out the Services.

15.2. Law Applicable to Services

The Contractor shall perform the Services in accordance with the Contract and in accordance with the Law of Pakistan and shall take all practicable steps to ensure that any of its Experts and Sub-Bidders, comply with the Applicable Law.

16. Conflict of Interests

16.1. Contractor Not to Benefit from Commissions and Discounts

The remuneration of the Contractor shall constitute the Contractor's sole remuneration in connection with this Contract or the Services, and the Contractor shall not accept for their own benefit any trade commission, discount, or similar payment in connection with activities pursuant to this Contract or to the Services or in the discharge of their obligations under the Contract, and the Contractor shall use their best efforts to ensure that the Personnel, any Subcontractors, and agents of either of them similarly shall not receive any such additional remuneration.

16.2. Contractor and Affiliates Not to be Otherwise Interested in Project

The Contractor agree that, during the term of this Contract and after its termination, the Contractor and its affiliates, as well as any Subcontractor and any of its affiliates, shall be disqualified from providing Services (other than the Services and any continuation thereof) for any project resulting from or closely related to the Services.

16.3. Prohibition of Conflicting Activities

Neither the Bidder nor its Subcontractors nor the Personnel shall engage, either directly or indirectly, in any of the following activities:

- 16.3.1. during the term of this Contract, any business or professional activities in the Government's country which would conflict with the activities assigned to them under this Contract;
- 16.3.2. during the term of this Contract, neither the Contractor nor their Subcontractors shall hire public employees in active duty or on any type of leave, to perform any activity under this Contract;
- 16.3.3. after the termination of this Contract, such other activities as may be specified in the SCC.

17. Insurance to be Taken Out by the Contractor

17.1. The Contractor(a) shall take out and maintain, and shall cause any Subcontractors to take out and maintain, at its (or the Sub-contractors', as the case may be) own cost but on terms and conditions approved by the Procuring Agency, insurance against the risks, and for the coverage, as shall be specified in the SCC; and (b) at the Procuring Agency's request, shall provide evidence to the Procuring Agency showing that such insurance has been taken out and maintained and that the current premiums have been paid.

18. Contractor's Actions Requiring Procuring Agency's Prior Approval

18.1. The Contractor shall obtain the Procuring Agency's prior approval in writing before taking any of the following actions:

- 18.1.1. appointing such members of the Personnel not provided by the Contractor;
- 18.1.2. changing the Program of activities; and
- 18.1.3. any other action that may be specified in the SCC.

19. Reporting Obligations

19.1. The Contractor shall submit to the Procuring Agency the reports and documents in the numbers, and within the periods as prescribed by the Procuring Agency.

20. Liquidated Damages

20.1. Payments of Liquidated Damages

The Contractor shall pay liquidated damages to the Procuring Agency at the rate per day stated in the SCC for each day that the Completion Date is later than the Intended Completion Date. The total amount of liquidated damages shall not exceed the amount defined in the SCC. The Procuring Agency may deduct liquidated damages from payments due to the Contractor. Payment of liquidated damages shall not affect the Contractor's liabilities.

20.2. Correction for Over-payment

If the Intended Completion Date is extended after liquidated damages have been paid, the Procuring Agency shall correct any overpayment of liquidated damages by the Contractor by adjusting the next payment certificate. The Contractor shall be paid interest on the overpayment, calculated from the date of payment to the date of repayment, at the rates specified in SCC.

20.3. Lack of performance penalty

If the Contractor has not corrected a Defect within the time specified in the Procuring Agency's notice, a penalty for Lack of performance will be paid by the Contractor. The amount to be paid will be calculated as a percentage of the cost of having the Defect corrected, assessed as specified in the Contractor

21. Performance Guarantee

21.1. Within the time stipulated in the acceptance letter from the Procuring Agency, the successful Bidder shall furnish the Performance Guarantee in shape and amount **specified in SCC**.

21.2. The proceeds of the Performance Guarantee shall be payable to the Procuring agency as compensation for any loss resulting from the Supplier's failure to complete its obligations under the Contract.

21.3. The Performance Guarantee shall be denominated in the currency of the Contract, or in a freely convertible currency acceptable to the Procuring agency and shall be in the acceptable form as specified in **SCC**.

21.4. The Performance Guarantee will be discharged by the Procuring agency and returned to the Supplier not later than thirty (30) days following the date of completion of the Supplier's performance obligations under the Contract, including any warranty obligations, unless otherwise **specified in SCC**.

22. Sustainable Procurement

22.1. The Contractor shall conform to the sustainable procurement contractual provisions, if and as specified in the **SCC**.

D. Contractor's Personnel

23. Description of Personnel

23.1. The titles, agreed job descriptions, minimum qualifications, and estimated periods of engagement in the carrying out of the Services of the Contractor's Key Personnel. The Key Personnel listed by title as well as by name are hereby approved by the Procuring Agency.

24. Removal and / or Replacement of Personnel

24.1. Except as the Procuring Agency may otherwise agree, no changes shall be made in the Key Personnel. If, for any reason beyond the reasonable control of the Contractor, it becomes necessary to replace any of the Key Personnel, the Contractor shall provide as a replacement a person of equivalent or better qualifications.

24.2. If the Procuring Agency finds that any of the Personnel have (i) committed serious misconduct or have been charged with having committed a criminal action, or (ii) have reasonable cause to be dissatisfied with the performance of any of the Personnel, then the Contractor shall, at the Procuring Agency's written request specifying the grounds thereof, provide as a replacement a person with qualifications and experience acceptable to the Procuring Agency.

24.3. The Contractor shall have no claim for additional costs arising out of or incidental to any removal and/or replacement of Personnel.

E. Obligations of the Procuring Agency

25. Change in the Applicable Law

25.1. If, after the date of this Contract, there is any change in the Applicable Law with respect to taxes and duties which increases or decreases the cost of the Services rendered by the Contractor, then the remuneration and reimbursable expenses otherwise payable to the Contractor under this Contract shall be increased or decreased accordingly by agreement between the Parties, and corresponding adjustments shall be made to the amounts referred in the SCC.

26. Services and Facilities

26.1. The Procuring Agency shall make available to the Contractor and the Experts, for the purposes of the Services and free of any charge, the services, facilities and property described in the Terms of Reference, at the times and in the manner specified in the Terms of Reference.

26.2. In case that such services, facilities and property shall not be made available to the Contractor, the Parties shall agree on (i) any time extension that it may be appropriate to grant to the Contractor for the performance of the Services, (ii) the manner in which the Contractor shall procure any such services, facilities and property from other sources, and (iii) the additional payments, if any, to be made to the Contractor as a result thereof.

F. Payments to the Contractor

27. Contract Price

27.1. The price payable shall be in Pakistani Rupees unless otherwise specified in the SCC.

28. Terms and Conditions of Payment

28.1. Payments will be made to the Contractor according to the payment schedule stated in the SCC and as per actual invoice submitted by the Contractor.

28.2. Unless otherwise stated in the SCC, the advance payment shall be made against the provision by the Contractor of a bank guarantee for the same amount, and shall be valid for the period stated in the SCC. Any other payment shall be made after the conditions listed in the SCC for such payment have been met, and the Contractor have submitted an invoice to the Procuring Agency specifying the amount due.

29. Quality Control Identifying Defects

29.1. The principle and modalities of Inspection of the Services by the Procuring Agency shall be as indicated in the SCC. The Procuring Agency shall check the Contractor's performance and notify him of any Defects that are found. Such checking shall not affect the Contractor's responsibilities. The Procuring Agency may instruct the Contractor to search for a Defect and to uncover and test any service that the Procuring Agency considers may have a Defect. Defect Liability Period is as defined in the SCC.

30. Correction of Defects, and Lack of Performance Penalty

30.1. The Procuring Agency shall give notice to the contractor of any Defects before the end of the Contract. The Defects liability period shall be extended for as long as Defects remain to be corrected.

30.2. Every time notice a Defect is given; the contractor shall correct the notified Defect within the length of time specified by the Procuring Agency's notice.

30.3. If the contractor has not corrected a Defect within the time specified in the Procuring Agency's notice, the Procuring Agency will assess the cost of having the Defect corrected, the contractor will pay this amount, and a Penalty for Lack of Performance.

31. Settlement of Disputes Amicable Settlement

31.1. The Parties shall use their best efforts to settle amicably all disputes arising out of or in connection with this Contract or its interpretation.

32. Dispute Settlement

32.1. Arbitration

If any dispute of any kind whatsoever shall arise between the procuring agency and the contractor in connection with or arising out of the Contract, including without prejudice to the generality of the foregoing, any question regarding its existence, validity or termination, or the execution of the contract, the parties shall seek to resolve any such dispute or difference by mutual consultation. If the parties fail to resolve such a dispute or difference even after negotiations or mediation, then the dispute shall be referred within fourteen (14) days in writing by either party to the Arbitrator, with a copy to the other party.

Any dispute in respect of which a notice of intention to commence arbitration has been given, in accordance with **GCC sub-clause 32.1**, shall be finally settled by arbitration. Arbitration may be commenced prior to or after completion of the Contract. Arbitration proceedings shall be conducted in accordance with Arbitration Act 1940. Notwithstanding any reference to arbitration herein, the parties shall continue to perform their respective obligations under the Contract unless otherwise agreed. The Procuring Agency shall continue to pay the Contractor any undisputed amounts due under the Contract during the resolution of any dispute.



Special Conditions of Contract

SECTION VIII. SPECIAL CONDITIONS OF CONTRACT

The following Special Conditions of Contract shall supplement the General Conditions of Contract. Whenever there is a conflict, the provisions herein shall prevail over those in the Conditions of Contract. The corresponding clause number of the GCC is indicated in parentheses.

Number of GC Clause

Amendments of, and Supplements to, Clauses in the General Conditions of Contract

Definitions

The Procuring Agency is: National Insurance Company Limited (National Insurance Company Limited (NICL)), Deputy Manager 3rd Floor, 20-A, Cricket House, Shadman-II, Jail Road., Lahore City, Lahore (District), Lahore Division (Division), Punjab (Province).

The Supplier is:

The title of the subject procurement is: Procurement of AI-Powered Employee Performance & Appraisal Management System (NICL/Procurement/2026/27)

Number of GC Clause 2

Applicable/Governing Law:

The Contract shall be interpreted in accordance with the laws of Islamic Republic of Pakistan

Number of GC Clause 3

Language:

The language of the Contract, all correspondence and communications to be given, and all other documentation to be prepared and supplied under the Contract shall be in **English**.

Number of GC Clause 4

Notices:

The addresses for the notices are:

Procuring Agency:

National Insurance Company Limited (National Insurance Company Limited (NICL)), Deputy Manager 3rd Floor, 20-A, Cricket House, Shadman-II, Jail Road., Lahore City, Lahore (District), Lahore Division (Division), Punjab (Province).

+92-343-771-1158

shahid.niazi@nicl.com.pk

Contractor/ Bidder:

[Name, address and telephone number].

The Contractor/ Bidder's Representative(s)

[Name, address, telephone number and e-mail address]

Number of GC Clause 6.1

The Authorized Representatives are:

For the Procuring Agency:

National Insurance Company Limited (National Insurance Company Limited (NICL)), Deputy Manager
3rd Floor, 20-A, Cricket House, Shadman-II, Jail Road., Lahore City, Lahore (District), Lahore Division
(Division), Punjab (Province).

+92-343-771-1158

shahid.niazi@nicl.com.pk

For the Bidder:

Name:

Designation:

Address:

Number of GC Clause 7

Effectiveness of the contract

The Contractor/Bidder shall be effective within days from the date of signature of the Contract by both parties

Number of GC Clause 8

Commencement of Contract:

The Contractor/ Bidder shall provide Non-Consultancy Services from the effective date of contract.

Number of GC Clause 10.2

Expiration of Contract:

The time period shall be

Number of GC Clause 14

Termination

In the event of termination of the contract due to any reason as already defined in the General Conditions of Contract, the Bidder shall be responsible for providing to the Authority the Services till the time of alternate arrangements.

Number of GC Clause 16

Conflict of Interest:

The Procuring Agency reserves the right to determine on a case-by-case basis whether the Bidder should be disqualified from providing services due to a conflict of a nature described in Clause GCC C2.

Number of GC Clause 20

Liquidated Damages

If the Bidder fails to provide services as required under the contract or in case of any data loss/data breach or any incident compromising the data security or other such failures related to any services, the Bidder shall pay to the Procuring Agency as Liquidated Damages at a rate of **0.01% to 0.01%** of the Contract value, in accordance with the extent of performance failure & the cost of investigating such incidents as judged by the Authority.

Number of GC Clause 21

Performance Guarantee:

The amount of performance guarantee shall be 0% of the contract price in acceptable form of Nil

Number of GC Clause 27

Currency of Payment:

All the payment to be released to the contractor/Bidder shall be in Pakistani Rupees.

Number of GC Clause F

Payment terms:

Payment will be made to the Bidder against the procured Goods and services according to the actual invoice or running bills submitted by the Bidder against the services provided within the time given in the conditions of the contract.

Number of GC Clause F

Identifying Defects:

The Authority reserves the right at any time to inspect the premises of the provider to inspect the goods and monitor the goods being provided.

Inspections & Tests Requirements

For being Brand New, bearing relevant reference numbers of the equipment (Certificate from supplier)

For Physical Fitness having No Damages (Certificate from supplier)

For the Country of Origin as quoted by the Supplier (Certificate from manufacturer)

For conformance to specifications and performance parameters, through Prior to delivery inspection (Inspection Report by Procurement Committee / Inspection Team)

For successful operation at site after complete installation, testing and commissioning of the equipment (Installation, Testing and Commissioning Report by Procurement Committee / Inspection Team)

Delivery & Documents

Copies of the Supplier's invoice showing Goods' description, quantity, unit price, and total amount;

Original and two copies of the usual transport document (for example, a negotiable bill of lading, a non-negotiable sea waybill, an inland waterway document, an air waybill, a railway consignment note, a road consignment note, or a multimodal transport document) which the buyer may require to take the goods;

Copies of the packing list identifying contents of each package;

Insurance Certificate;

Manufacturer's or Supplier's Valid Warranty Certificate;

Inspection Certificate issued by the Nominated Inspection Agency (if any), and the Supplier's Factory Inspection Report;

Certificate of Origin.

The above documents would be required even if the equipment has already been imported and is available with the supplier ex-stock

Number of GC Clause F 5 & 6

Following is the guidance for Dispute Resolution

- i. If any dispute of any kind whatsoever shall arise between the Authority and the Bidder in connection with or arising out of the Contract, including without prejudice to the generality of foregoing, any question regarding its existence, validity, termination and the execution of the Contract – whether during developing phase or after their completion and whether before or after the termination, abandonment or breach of the Contract – the parties shall seek to resolve any such dispute or difference by mutual diligent negotiations in good faith within 14 (fourteen) days following a notice sent by one Party to the other Party in this regard.
- ii. At future of negotiation the dispute shall be resolved through mediation and mediator shall be appointed with the mutual consent of the both parties.
- iii. At the event of failure of mediation to resolve the dispute relating to this contract such dispute shall finally be resolved through binding Arbitration by sole arbitrator in accordance with Arbitration Act 1940. The arbitrator shall be appointed by mutual consent of the both parties. The Arbitration shall take place in Islamabad, Pakistan and proceedings will be conducted in English language.
- iv. The cost of the mediation and arbitration shall be shared by the parties in equal proportion however the both parties shall bear their own costs and lawyer's fees regarding their own participation in the mediation and arbitration. However, the Arbitrator may make an award of costs upon the conclusion of the arbitration making any party to the dispute liable to pay the costs of another party to the dispute.
- v. Arbitration proceedings as mentioned in the above clause regarding resolution of disputes may be commenced prior to, during or after completion of the contract.

Notwithstanding any reference to the arbitration herein, the parties shall continue to perform their respective obligations under the Contract unless they otherwise agree that the Authority shall pay the Bidder any monies due to the Bidder.

Arbitrator's fee:

The fee shall be specified in Pak Rupees, as determined by the Arbitrator, which shall be shared equally by both parties.

Appointing Authority for Arbitrator:

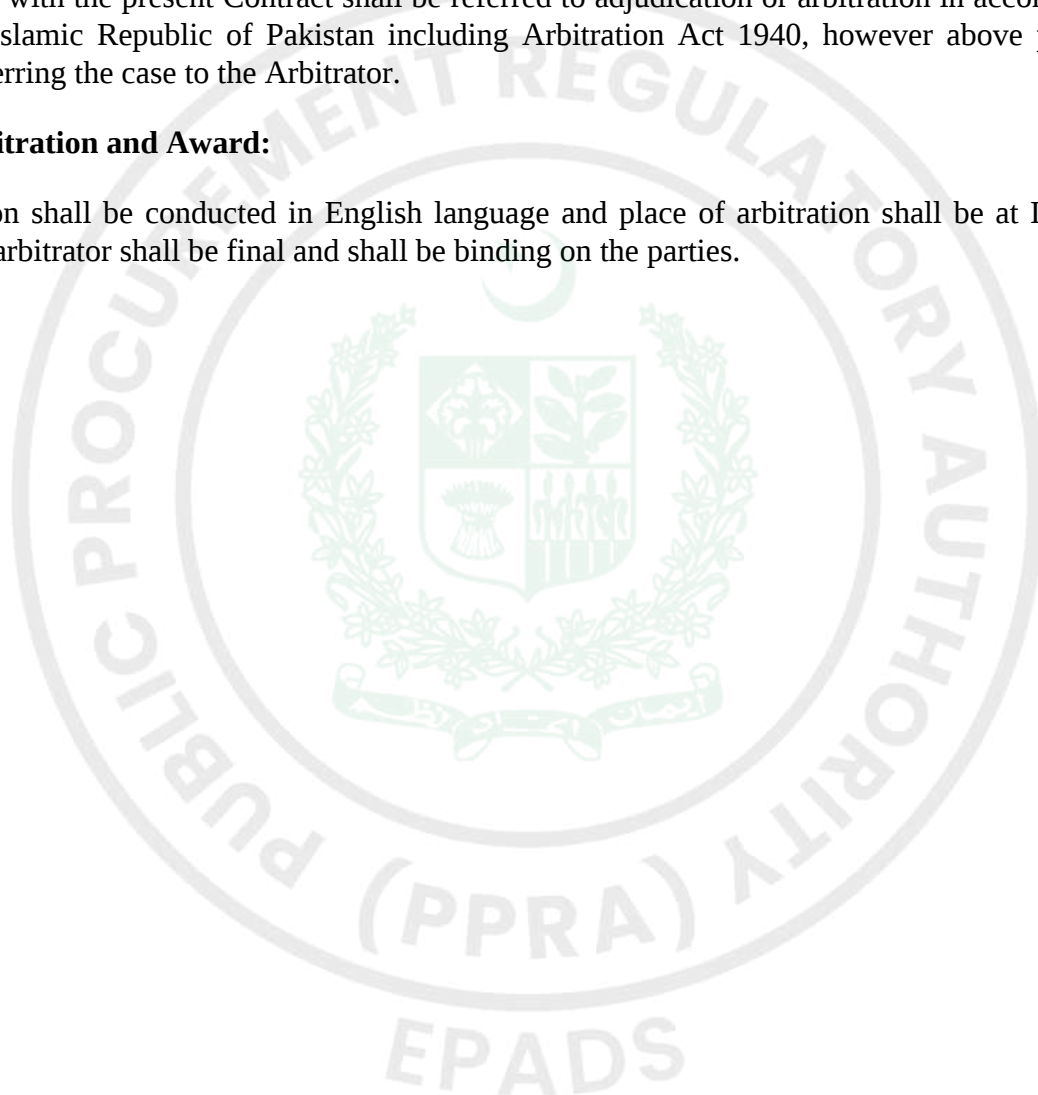
By the Mutual Consent or in accordance with the provisions of Arbitration Act, 1940, in case the parties fail to reach a consensus on the name of sole arbitrator, any party may submit an application to the Chief Justice Islamabad High Court for appointment of sole arbitrator. The Chief Justice IHC may appoint a former judge of any High Court or Supreme Court as the sole arbitrator to resolve the dispute between the parties.

Rules of procedure for arbitration proceedings:

Any dispute between the Authority and a Bidder who is a national of the Islamic Republic of Pakistan arising in connection with the present Contract shall be referred to adjudication or arbitration in accordance with the laws of the Islamic Republic of Pakistan including Arbitration Act 1940, however above provision shall prevail in referring the case to the Arbitrator.

Place of Arbitration and Award:

The arbitration shall be conducted in English language and place of arbitration shall be at Islamabad. The award of the arbitrator shall be final and shall be binding on the parties.





Bid Securing Declaration

Form 9: Bid Securing Declaration

Date: *[insert date (as day, month and year)]*

Bid No.: **P81712**

To: **National Insurance Company Limited (National Insurance Company Limited (NICL)), Deputy Manager 3rd Floor, 20-A, Cricket House, Shadman-II, Jail Road., Lahore City, Lahore (District), Lahore Division (Division), Punjab (Province).**

We, the undersigned, declare that:

We understand that, according to your conditions, Bids must be supported by a Bid Securing Declaration.

We accept that we will be blacklisted and henceforth cross debarred for participating in respective category of public procurement proceedings for a period of (not more than) six months, if fail to abide with a bid securing declaration, however without indulging in corrupt and fraudulent practices, if we are in breach of our obligation(s) under the Bid conditions, because we:

1. have withdrawn or modified our Bid during the period of Bid Validity specified in the Form of Bid;
2. Disagreement to arithmetical correction made to the Bid price; or
3. having been notified of the acceptance of our Bid by the Procuring Agency during the period of Bid Validity, (i) failure to sign the contract if required by Procuring Agency to do so or (ii) fail or refuse to furnish the Performance Security or to comply with any other condition precedent to signing the contract specified in the Bidding Documents.

We understand this Bid Securing Declaration shall expire if we are not the successful

Bidder, upon the earlier of (i) our receipt of your notification to us of the name of the successful Bidder; or (ii) twenty-eight (28) days after the expiration of our Bid.



Contract Form

SECTION IX: CONTRACT FORMS

THIS AGREEMENT made the ____ day of _____ 20____ between **National Insurance Company Limited (National Insurance Company Limited (NICL)), Deputy Manager 3rd Floor, 20-A, Cricket House, Shadman-II, Jail Road., Lahore City, Lahore (District), Lahore Division (Division), Punjab (Province).**

(hereinafter called “the Procuring Agency”) of the one part and [name of Bidder] of [city and country of Bidder] (hereinafter called “the Bidder”) of the other part:

WHEREAS the Procuring Agency invited Bids for provision of goods, viz., **Procurement of AI-Powered Employee Performance & Appraisal Management System (NICL/Procurement/2026/27) (P81712)** and has accepted a Bids by the Bidder for the provision of Goods in the sum of [contract price in words and figures] (hereinafter called “the Contract Price”).

NOW THIS CONTRACT WITNESSETH AS FOLLOWS:

1. In this Contract words and expressions shall have the same meanings as are respectively assigned to them in the Conditions of Contract referred to.

2. The following documents shall be deemed to form and be read and construed as part of this Contract, In the event of any ambiguity or conflict between the Contract Documents listed below, the order of precedence shall be the order in which the Contract Documents are listed below:-

1. This form of Contract;
2. the Form of Bids and the Price Schedule submitted by the Bidder;
3. the Schedule of Requirements;
4. the Technical Specifications;
5. the Special Conditions of Contract;
6. the General Conditions of the Contract;
7. the Procuring Agency’s Letter of Acceptance; and

8. [add here: any other documents]

3. In consideration of the payments to be made by the Procuring Agency to the Bidder as hereinafter mentioned, the Bidder hereby covenants with the Procuring Agency to provide the Goods related services and to remedy defects therein in conformity in all respects with the provisions of the Contract.

4. The Procuring Agency hereby covenants to pay the Bidder in consideration of the provision of Goods and the remedying of defects therein, 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.

IN WITNESS whereof the parties hereto have caused this Contract to be executed in accordance with their respective laws the day and year first above written.

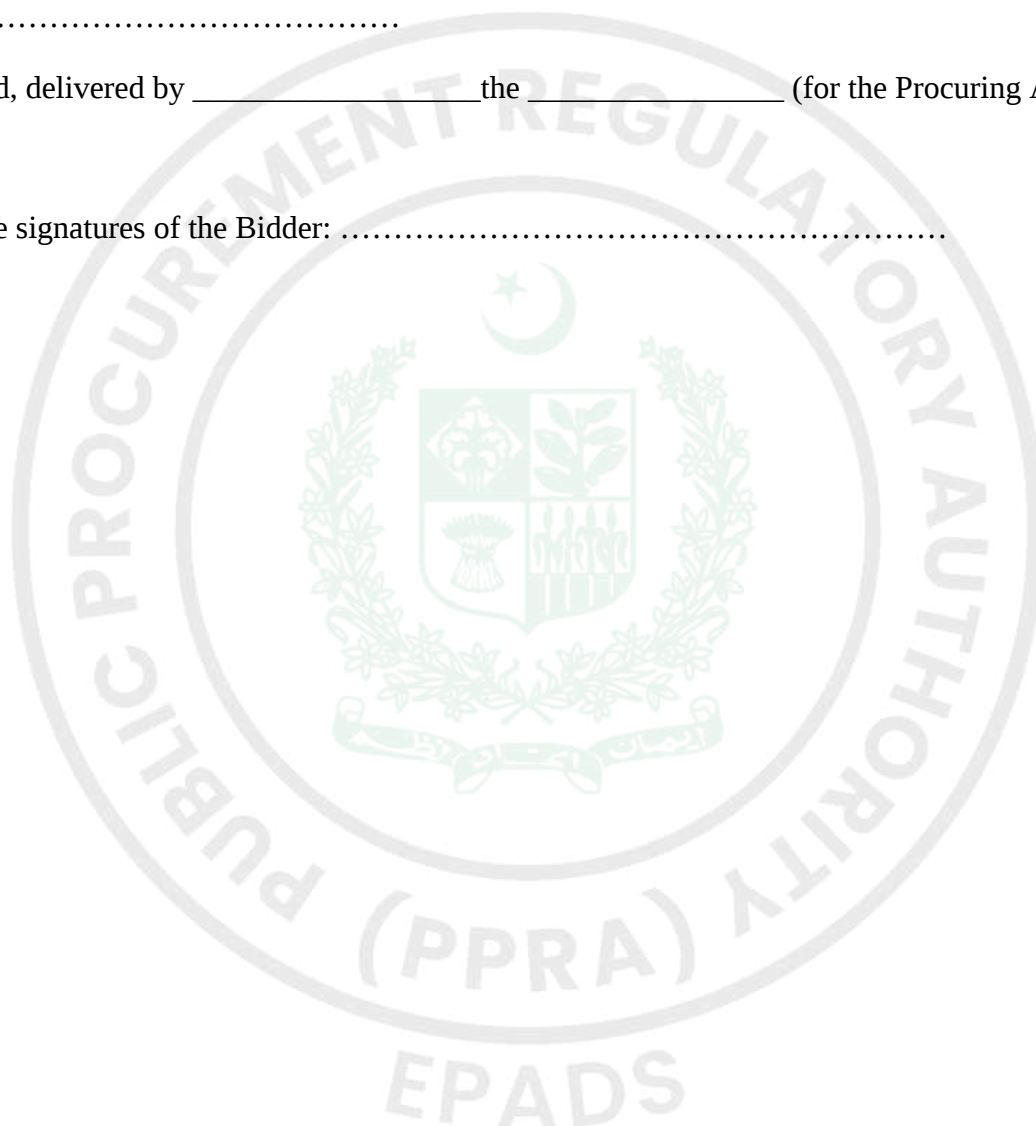
Signed, sealed, delivered by _____ the _____ (for the Procuring Agency)

Witness to the signatures of the Procuring Agency:

.....

Signed, sealed, delivered by _____ the _____ (for the Procuring Agency)

Witness to the signatures of the Bidder:





Integrity Pact

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

Number: Contract

Value: Contract Title:

Dated:

[Name of Supplier] 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 or any administrative subdivision or agency thereof or any other entity owned or controlled by it (GoP) through any corrupt business practice.

Without limiting the generality of the foregoing [Name of Supplier] represents and warrants that it has fully declared the brokerage, commission, fee etc. paid or payable to anyone 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 described as consultations 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 Supplier] 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, representative or warranty.

[Name of Supplier] accepts full responsibility and strict liability for making and false declaration, not making full disclosure, misrepresenting fact 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 right and remedies available to GoP under any law, contract or other instrument, be voidable at the option of GoP.

Notwithstanding any rights and remedies exercised by GoP in this regard, [Name of Supplier] 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 times the sum of any commission, gratification, bribe, finder's fee or kickback given by [Name of Supplier] 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.



Performance Guarantee Form

Performance Guarantee Form

To: **National Insurance Company Limited (National Insurance Company Limited (NICL)), Deputy Manager 3rd Floor, 20-A, Cricket House, Shadman-II, Jail Road., Lahore City, Lahore (District), Lahore Division (Division), Punjab (Province).**

WHEREAS *[name of Bidder]* (hereinafter called “the Bidder”) has undertaken, in pursuance of Contract No. *[reference number of the contract]* dated *[insert date]* for provision of Goods (hereinafter called “the Contract”).

AND WHEREAS it has been stipulated by you in the said Contract that the Bidder shall furnish you with a Bank Guarantee by a reputable bank for the sum specified therein as security for compliance with the Bidder’s performance obligations in accordance with the Contract.

AND WHEREAS we have agreed to give the Bidders guarantee:

THEREFORE, WE hereby affirm that we are Guarantors and responsible to you, on behalf of the Bidder, up to a total of *[amount of the guarantee in words and figures]*, and we undertake to pay you, upon your first written demand declaring the Bidder to be in default under the Contract and without cavil or argument, any sum or sums within the limits of *[amount of guarantee]* as aforesaid, without your needing to prove or to show grounds or reasons for your demand or the sum specified therein.

This guarantee is valid until the: *[insert date]*

Signature and seal of the Guarantors

[name of bank or financial institution]

[address]

[date]





Annexure

Proposed Project Team

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Proposed Project Team** (page number: 88)

Financial Proposal Summary

Financial Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Financial Proposal Summary** (page number: 89)

Complete Scope of Work with Evaluation Criteria

Information (Read-Only)

See Form Under Additional Forms and Documents: **Complete Scope of Work with Evaluation Criteria** (page number: 90)

Form 1 — Preferably AI Technology Partnership Verification

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Form 1 — Preferably AI Technology Partnership Verification** (page number: 107)

Form 2 — Preferably International Professional Affiliation Evidence

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Form 2 — Preferably International Professional Affiliation Evidence** (page number: 108)

Form 3 — Similar Project Reference

Technical Submission (Vendor)

Document Required

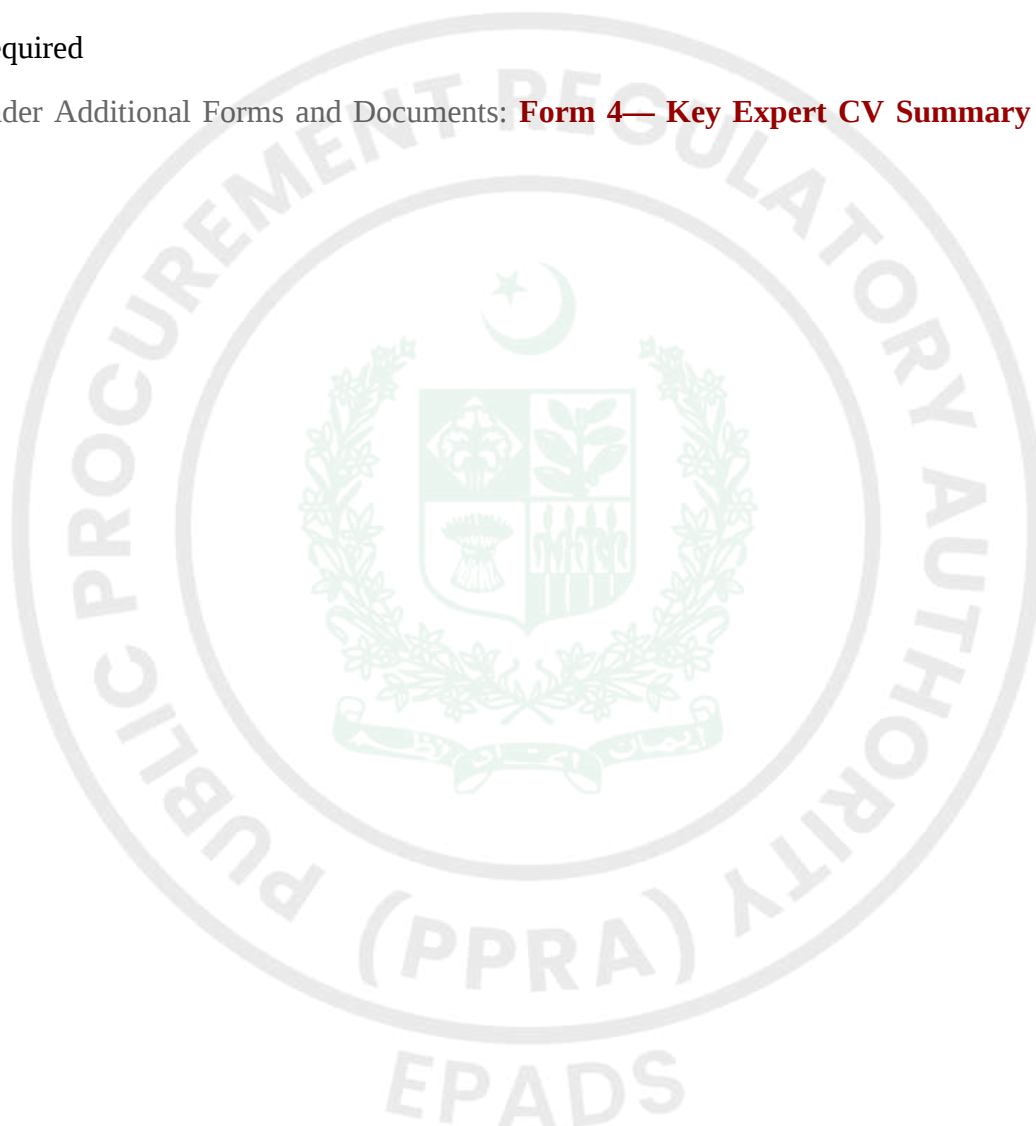
See Form Under Additional Forms and Documents: **Form 3 — Similar Project Reference** (page number: 109)

Form 4— Key Expert CV Summary

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Form 4— Key Expert CV Summary** (page number: 110)





Procurement Forms







Additional Forms and Documents

Annexure — Proposed Project Team

The bidder shall complete the table below with the proposed key personnel for the assignment.

No.	Name	Role	Qualifications / Certifications	Relevant Experience	Location	Availability
1		Project Manager				
2		AI/ML Lead				
3		Solution Architect				
4		HR Functional Lead				
5		Integration Lead				
6		Security Lead				
7		Data Migration Lead				
8		Mobile Lead				
9		QA/UAT Lead				
10		Training & Change Lead				

Financial Proposal Summary (indicative template — bidder to complete):

No.	Cost Component	One-Time Cost (PKR)	Recurring / Yearly Cost (PKR)	Remarks
1	Software licenses / platform			
2	Customization, configuration & workflow setup			
3	Integration & data migration			
4	Foundational AI model access / API / backend compute			
5	Training, documentation & change management			
6	Support & maintenance (state per-year cost)			
7	Any other recurring subscription / third-party cost			
	TOTAL (One-Time + Yearly)			

Note: If no recurring/yearly cost applies because the solution is independent of paid subscriptions, the bidder shall enter "NIL – Zero recurring subscription cost" against the relevant rows and highlight this in the proposal.

NATIONAL INSURANCE COMPANY LIMITED (NICL)

Scope of Work & Bidding Document

AI-Powered Employee Performance & Appraisal Management System

Procurement, Implementation, Configuration, Customization & Support

Important Instructions to Bidders

A. LANGUAGE OF THE PROPOSAL — ENGLISH ONLY

The entire proposal document — including the technical proposal, the financial proposal, and all forms, annexures, undertakings, cross-reference tables and supporting evidence — must be prepared and submitted in the English language only.

Any material submitted in Urdu or in Roman Urdu shall not be treated as part of the formal submission and may be disregarded during evaluation.

B. TWO-STAGE EVALUATION & OPENING OF FINANCIAL PROPOSALS

Proposals shall be evaluated in two stages: technical evaluation followed by financial evaluation.

The maximum technical score is 100 marks and the minimum qualifying score is 70 marks. Achieving the minimum required marks in the technical evaluation is mandatory.

The financial proposal of ONLY those bidders who are technically qualified — i.e. who obtain at least the minimum qualifying technical marks (70 out of 100) — shall be opened. The financial proposals of bidders who fail to qualify technically shall not be opened and shall be returned unopened.

C. KEY EVALUATION PREFERENCES

NICL will give clear preference to

- (i) market-proven, pre-built and already-deployed solutions over software built entirely from scratch (see Section 2.1); and
- (ii) Independent AI solutions that carry zero mandatory recurring subscription cost for their core AI features (see Section 8.1).

Bidders meeting either or both of these preferences must state and highlight this explicitly and prominently in their proposals.

D. INFRASTRUCTURE & DEPLOYMENT NOTE

All hosting, cloud, and infrastructure costs are excluded. NICL shall provide the underlying server resources, while the vendor is solely responsible for application deployment and configuration on the designated environment.

1. Project Objective

National Insurance Company Limited (NICL) intends to procure, implement, configure, customize, and support an AI-Powered Employee Performance & Appraisal Management System to automate and modernize the complete employee performance management lifecycle. The proposed solution shall replace the existing manual, paper-based Annual Confidential Report (ACR) process with a centralized, secure, intelligent, transparent, and data-driven platform that supports continuous performance management, competency assessment, KPI monitoring, goal setting and tracking, 360-degree feedback, and AI-assisted performance evaluation.

The system shall enable objective, consistent, and merit-based evaluation of employee performance by leveraging Artificial Intelligence, analytics, and configurable business rules. It shall provide management with comprehensive performance insights to facilitate informed and transparent decision-making regarding pay increases, annual increments, performance bonuses, honorarium, promotions, career progression, succession planning, employee recognition, training and development, and Performance Improvement Plans (PIPs).

2. Scope of Services

The successfully evaluated and shortlisted bidder, through a competitive bidding process, shall provide a robust, enterprise-grade, market-tested AI-based employee performance management system. Preference shall be accorded to mature solutions that are already successfully deployed and operational in comparable organizational environments, rather than custom-built software developed from scratch.

2.1 Preference for Market-Proven, Pre-Built Solutions

PREFERENCE — MARKET-PROVEN, PRE-BUILT & WELL-TESTED SOLUTION

Preference shall be given to configurable, off-the-shelf solutions that can be customized to NICL's requirements within the stipulated timeline, rather than fully bespoke software developed entirely from scratch.

The scope of services encompasses the following comprehensive milestones and deliverables:

- **Process Study & Customization Gathering:** The vendor shall engage all NICL departments to map existing workflows, gather customization requirements, and define performance KPIs.
- **SRS/BRD Sign-Off:** The vendor shall compile these requirements into an SRS/BRD document for formal sign-off by the competent authority before initiating any customization work.
- **System Customization:** The vendor shall tailor and configure the proposed off-the-shelf AI engine and platform to align precisely with NICL's operational requirements and evaluation hierarchies.
- **Workflow Configuration:** The vendor shall configure automated operational workflows, approval chains, and evaluation cycles within the system.
- **Dashboard Development:** The vendor shall develop and deploy role-based analytical dashboards providing real-time visibility into employee productivity metrics, departmental outputs, and performance analytics.
- **Report Development:** The vendor shall design and deliver customized reporting modules capable of generating granular and executive-level performance summaries.

- **User Acceptance Testing (UAT) & Deployment:** The vendor shall execute rigorous testing protocols, oversee User Acceptance Testing, and manage seamless production deployment.
- **Capacity Building & Documentation:** The vendor shall conduct comprehensive end-user and administrator training programs, accompanied by the provision of detailed operational training manuals and system documentation.
- **Support and Maintenance:** The vendor shall provide comprehensive technical support, troubleshooting, and maintenance services for a mandatory duration of six (6) months post-deployment.

3. Functional Scope

3.1 Employee Information Management & Performance Core

The proposed solution shall establish a centralized, comprehensive employee data bank and performance tracking mechanism. The functional scope under this section encompasses the following core modules and integrations:

- **Centralized Employee Profile & Structural Mapping:** The solution shall maintain detailed master profiles for all personnel, integrated seamlessly with organization hierarchy, department structure, branch and zonal office mapping, and reporting lines and supervisory hierarchy.
- **Target Setting, Task Assignment & Operational Tracking:** The system shall incorporate robust functionalities for performance planning and execution, enabling Department Heads (HoDs) to define annual departmental targets, cascade targets into specific projects and daily operational tasks, and facilitate delegation and real-time tracking of task completion and routine workflows.
- **Integrated HR Data Synchronization:** To ensure an up-to-date and comprehensive profile, the system shall fetch, integrate, and synchronize data points dynamically through interfacing with the existing Human Resource (HR) system, covering job history, transfer history, qualification and academic records, professional certifications, skills inventory, training history, attendance summary, leave summary, and disciplinary records.

3.2 Performance Planning, Goal Alignment & KPI Task Management

The proposed solution shall provide an end-to-end performance planning and tracking framework, incorporating:

- **Strategic Alignment & Cascading:** Support for annual, quarterly, and monthly plans, enabling seamless goal cascading from corporate down to individual tiers (KPIs, OKRs, SMART goals) with configurable weightages and target dates.
- **KPI Creation & Assignment:** Management tools to define, assign, and weight department- and employee-specific KPIs reflecting operational priorities.
- **Tracking & Milestone Execution:** Modules for monthly KPI tracking, milestone monitoring, task management, and structured review cycles (daily to annual).
- **Evidence & Automated Scoring:** Built-in support for uploading evidence, tracking progress, and automatically computing task completion and KPI scores based on predefined metrics.

3.3 AI-Based Performance Intelligence & Analytics Engine

The proposed solution shall integrate an AI engine to drive objective evaluation, predictive modeling, and automated development recommendations, incorporating:

- **Intelligent Scoring & Normalization:** Algorithmic processing for AI-assisted scoring, rating normalization, consistency analysis, bias mitigation, and automated justification generation.
- **Predictive Workforce Analytics:** Machine learning models to forecast talent metrics, including high-performer identification, promotion readiness, succession planning, attrition risks, and performance decline indicators.
- **Automated Recommendations:** Decision-support workflows that dynamically recommend targeted training, personalized learning paths, performance improvement plans, coaching interventions, and career progression trajectories.

3.4 Multi-Rater (360° Feedback) & Competency Assessment Framework

The proposed solution shall incorporate a comprehensive evaluation mechanism combining holistic multi-rater feedback channels with structured competency assessments to ensure a balanced appraisal of employee capabilities. The framework shall encompass:

- **Multi-Rater 360° Feedback Channels:** The system shall support robust, configurable feedback loops capturing inputs from supervisors, peers, subordinates, cross-functional collaborators, and optional external or internal customer touchpoints to provide a well-rounded operational review.
- **Core Competency Evaluation:** The system shall systematically evaluate critical professional attributes, encompassing technical and functional competencies, leadership capabilities, communication skills, teamwork, innovation, professional integrity, problem-solving aptitude, customer orientation, and decision-making efficacy.

4. Interactive Dashboards & Reporting Requirements

The proposed solution shall provide role-based, real-time interactive dashboards tailored for diverse operational and executive tiers, alongside a robust reporting engine capable of generating audit-ready analytics.

Stakeholder Dashboards. The system shall deliver specialized interfaces including:

- **Employee Dashboard:** Displays personal goals, KPIs, active tasks, attendance records, performance trends, pending reviews, AI-driven recommendations, and personalized learning suggestions.
- **Line Manager Dashboard:** Provides visibility into team performance metrics, goal and KPI completion rates, attendance summaries, high and low performer identification, AI-generated insights, and pending approval workflows.
- **HR Dashboard:** Delivers macro-level analytics including enterprise organization performance, cross-department comparisons, rating distributions, promotion readiness matrices, competency gaps, succession pipelines, attrition predictions, and calibration analysis.
- **Executive Dashboard:** Features enterprise performance indices, branch-wise and department-wise comparisons, strategic KPI achievement, promotion pipelines, high-potential employee tracking, organizational productivity metrics, AI-generated executive summaries, heat maps, and longitudinal trend analysis.
- **Reporting & Export Capabilities:** The system shall generate comprehensive operational, compensation, development, and analytical reports — including annual performance reports, individual scorecards, KPI achievement tracking, department performance and rankings, promotion and compensation recommendations, training need analyses (TNA), succession

planning, and AI insight reports. All generated reports shall be fully exportable to PDF, Excel, Word, and CSV formats.

5. Artificial Intelligence Features & Explainable AI (XAI) Framework

The proposed solution shall incorporate an advanced generative and analytical Artificial Intelligence (AI) suite to streamline user interaction, automate administrative burdens, and enhance decision-making accuracy. The AI engine shall provide:

- **Generative Assistance & Authoring Tools:** An AI-powered appraisal assistant, automated employee feedback generation, objective-writing assistance, and intelligent KPI creation tools to facilitate seamless target setting and performance evaluations.
- **Conversational Interface & Advanced Analytics:** A native AI chat assistant for intuitive system navigation and query resolution, coupled with advanced AI analytics for deep-dive workforce insights, performance forecasting, and predictive modeling.
- **Prescriptive Recommendations & Intelligence Engine:** Configurable scoring rules alongside automated recommendation engines for promotions, salary increments, Performance Improvement Plans (PIPs), career progression, and targeted development interventions.
- **Automated ACR Generation:** Automated drafting and generation of annual confidential reports (ACRs) aligned with public sector evaluation standards.
- **Bias Detection & Mitigation:** Built-in AI-based bias detection mechanisms to ensure rating consistency, fairness, and objective evaluation across departments.
- **Explainable Artificial Intelligence (XAI) Framework:** The AI solution shall strictly implement Explainable AI principles, ensuring that every AI-generated score, recommendation, prediction, or assessment remains transparent, fully auditable, and interpretable for employees, reviewers, HR professionals, auditors, and management by explicitly detailing the underlying data considered, influencing factors, weightages applied, confidence levels, business rules used, supporting evidence, and historical comparisons.

6. Security Requirements

The proposed solution shall enforce robust enterprise-grade security controls to protect sensitive personnel data and maintain system integrity, incorporating:

- **Access Control & Authentication:** Role-Based Access Control (RBAC) to restrict system privileges based on organizational hierarchy, alongside mandatory Multi-Factor Authentication (MFA) for secure user authentication.
- **Data Protection & Cryptography:** Comprehensive data encryption standards utilizing AES-256 for data at rest and in transit.
- **Auditing & Monitoring:** Comprehensive audit trails and system activity logs to track administrative actions, user transactions, and data access securely.

7. Project Delivery Timeline & Warranty Period

The total delivery, customization, deployment, and operationalization timeline for the complete solution shall not exceed six (6) months from the date of contract signing or issuance of the work order. A mandatory warranty and technical support period of six (6) months shall commence immediately upon successful production deployment and formal project sign-off.

8. Licensing, Subscriptions & Financial Inclusivity

All costs associated with software licensing, implementation, customization, training, and documentation—alongside any backend third-party software subscriptions, foundational AI model access, API usage, cloud processing fees, or token/compute expenses required to operate the AI engine—shall be fully borne by the vendor initially till warranty/support time period.

Mandatory Financial Proposal Instructions: Bidders must explicitly detail all such ongoing subscription or operational costs within their financial proposals, specifying the yearly cost breakdown. Any recurring monthly or yearly subscription fees, third-party licensing costs, or AI token/compute expenses required to operate the AI engine and its advanced analytics on the backend must be entirely bundled and covered within the initial bid price and the subsequent Annual Technical Support & Maintenance (ATSM) framework until the expiration of the mandatory support and warranty time period. Upon the conclusion of the support time period, any future subscription or maintenance renewals required by NICL shall be mutually determined and governed through a separate Service Level Agreement (SLA) or formal agreement.

8.1 Preference for Independent, Zero-Subscription AI Solutions

PREFERENCE — INDEPENDENT, ZERO-SUBSCRIPTION AI SOLUTION

NICL will give clear preference to a proposed solution where BOTH of the following conditions are met:

- (a) The proposed AI solution operates independently of external, recurring commercial AI subscriptions or third-party paid cloud APIs; and
- (b) The system incurs zero mandatory ongoing subscription costs for its core AI intelligence features.

Where a bidder's solution satisfies these conditions, such a solution shall be given preference during evaluation. Bidders offering such a solution MUST state this very clearly and prominently in their technical and financial proposals and shall highlight it explicitly, as it will be treated as a strong positive differentiator.

9. Financial Proposal Requirements

- Comprehensive costing of all features. The financial proposal shall include the complete development, customization, configuration, deployment, integration, training, documentation, and support cost of each and every feature, module, deliverable, and service described anywhere in this Scope of Work and in the bidder's technical proposal. No feature offered in the technical proposal shall be excluded from, or separately charged outside, the financial proposal.
- Fully self-contained / all-inclusive solution. The vendor shall ensure that the proposed solution is fully self-contained or otherwise inclusive of all necessary software licenses, foundational AI model access, API endpoints, and processing subscriptions required for the complete and continuous operation of the solution.
- Recurring backend costs borne by the vendor. Any recurring monthly or yearly subscription fees, third-party licensing costs, or AI token / compute expenses required to operate the AI engine and its advanced analytics on the backend shall be borne entirely by the vendor throughout the support / warranty period.

- **Mandatory disclosure of recurring cost and yearly figure.** Any such recurring or operational cost of the above nature must be explicitly identified and itemized in the financial proposal. Where any recurring cost exists, the bidder shall clearly state the applicable YEARLY cost. Bidders offering a solution with zero mandatory recurring subscription cost (see Section 8.1) shall state this clearly, as such solutions will be preferred.
- **Firm and inclusive price.** The quoted price shall remain firm and all-inclusive. NICL shall not be liable for any separate, recurring, or hidden charges during the delivery, warranty, and support period.

Financial Proposal Summary (indicative template — bidder to complete):

No.	Cost Component	One-Time Cost (PKR)	Recurring / Yearly Cost (PKR)	Remarks
1	Software licenses / platform			
2	Customization, configuration & workflow setup			
3	Integration & data migration			
4	Foundational AI model access / API / backend compute			
5	Training, documentation & change management			
6	Support & maintenance (state per-year cost)			
7	Any other recurring subscription / third-party cost			
	TOTAL (One-Time + Yearly)			

Note: If no recurring/yearly cost applies because the solution is independent of paid subscriptions, the bidder shall enter "NIL – Zero recurring subscription cost" against the relevant rows and highlight this in the proposal.

10. Implementation Deliverables

The successful vendor shall deliver a complete, production-ready, enterprise-grade solution along with comprehensive documentation and artifacts. The expected implementation deliverables include:

- **Core Software Systems:** A fully responsive, enterprise-grade web-based solution optimized for administrative, HR, and executive access, alongside fully native mobile applications for both Android and iOS platforms to facilitate on-the-go approvals, tracking, and employee self-service.
- **Project & Technical Documentation:** Comprehensive deliverables including the Business Requirements Document (BRD), Software Requirements Specification (SRS), System Architecture & Design Documents, Database Schema Documentation, and API Integration Guides.
- **Operational Manuals:** Detailed User Manuals, Administrator Guides, and Training Handbooks for employees, line managers, and HR personnel.
- **Testing & Quality Assurance Artifacts:** UAT sign-off documents, test scripts, bug tracking reports, and security/vulnerability assessment clearance certificates.

- **Training & Enablement:** Delivery of comprehensive train-the-trainer sessions, hands-on administrative workshops, and end-user orientation programs.
- **Post-Deployment Support Package:** Transition documentation, source code escrow (if applicable under contract terms), configuration backups, and a dedicated 6-month warranty and support handover report.

11. System Administration & Configurable Scoring Rules

The proposed solution shall empower designated HR Administrators with comprehensive, no-code configuration capabilities to manage and adapt performance evaluation parameters independently, without requiring vendor intervention or custom source code modifications. The system shall feature an intuitive administrative control panel supporting the configuration of:

- **Scoring Weights & Parameters:** Adjustable weightages for KPIs, goals, competencies, behavioral assessments, attendance, and completed training modules.
- **Granular Evaluation Hierarchies:** Department-specific and designation-specific scoring models, customizable rating scales, and performance grading criteria.
- **Compensation & Career Rules:** Configurable automated rules for bonus calculations and promotion eligibility criteria.

12. Evaluation Methodology & Award Process

- Two-stage evaluation. The procurement shall follow a two-stage / two-envelope process: technical evaluation followed by financial evaluation.
- Mandatory eligibility screening. Each proposal shall first be assessed against the Mandatory Eligibility Criteria (Section 13) on a Pass/Fail basis. Only bidders passing every mandatory requirement shall proceed to technical evaluation.
- Minimum qualifying technical marks. The maximum technical score is 100 marks and the minimum qualifying score is 70 marks. Achieving the minimum qualifying marks in the technical evaluation is mandatory.
- Opening of financial proposals. The financial proposal of ONLY those bidders who are technically qualified — i.e. who obtain at least the minimum qualifying technical marks (70 out of 100) — shall be opened. The financial proposals of bidders who fail to qualify technically shall not be opened and shall be returned unopened.
- Award basis. The final award shall be determined on a Quality- and Cost-Based Selection (QCBS) basis, combining the technical and financial scores in accordance with the weights specified in the Bid Data Sheet (see Section 14.12).

13. Mandatory Eligibility Criteria (Pass / Fail)

A bidder shall meet every requirement below. Failure to comply, or failure to provide the specified documentary evidence, shall render the proposal non-responsive and ineligible for technical evaluation.

No.	Mandatory Requirement	Required Documentary Evidence	Result
1	Legally incorporated / registered company in Pakistan, or eligible JV / consortium if permitted.	SECP certificate(s), constitutional documents and JV agreement (if applicable).	Pass / Fail
2	Valid National Tax Number and registration with the relevant sales tax authority, where applicable.	NTN and sales tax registration certificates.	Pass / Fail
3	Active taxpayer status on the proposal submission date.	Current ATL evidence.	Pass / Fail
4	Registered on EPADS v2.0.	EPADS registration / profile evidence.	Pass / Fail
5	Not blacklisted, debarred or suspended by any government, semi-government, autonomous, regulatory or public-sector organization.	Affidavit on stamp paper and NICL / PPRA verification.	Pass / Fail
6	Minimum five (5) years of relevant experience in enterprise software, HRMS/ERP, AI solutions, analytics or digital transformation.	Company profile and incorporation history.	Pass / Fail
7	Successful completion of at least three (3) comparable projects during the last five (5) years.	Contracts, purchase orders, completion certificates and verifiable references.	Pass / Fail
8	At least one implementation for a government entity, financial institution, insurance company or enterprise deployment serving more than 500 users.	Client certificate / reference and project evidence.	Pass / Fail
9	Current AI-specific technology partnership: a valid and verifiable AI-specific partnership, designation, specialization, competency or authorized service relationship with at least one internationally recognized AI technology provider, with operational capability to deliver and support in Pakistan. General resale, hardware, productivity-software or non-AI partner status alone shall not qualify.	Official partner certificate / letter or public directory record; AI-specific designation / competency evidence; validity; evidence of service capability in Pakistan; and relevant certified personnel. NICL may verify directly with the issuing organization.	Pass / Fail
10	The proposed system shall be commercially available or demonstrably production-ready and capable of live demonstration.	Product brochure, solution profile, release / version details and demo access.	Pass / Fail
11	The solution shall support AI-enabled performance management, explainable outputs and human review / override.	Technical proposal and completed compliance matrix.	Pass / Fail

No.	Mandatory Requirement	Required Documentary Evidence	Result
12	The solution shall support secure REST APIs or equivalent standards-based interfaces for integration.	Architecture and API documentation.	Pass / Fail
13	The solution shall support RBAC, SSO, MFA, encryption and complete audit logging.	Security architecture and compliance response.	Pass / Fail
14	The bidder shall provide requirement study, configuration / customization, integration, data migration, testing, UAT, training, production deployment and support.	Technical proposal and signed undertaking.	Pass / Fail
15	Minimum 6-month comprehensive warranty after Go-Live acceptance.	Warranty undertaking.	Pass / Fail
16	Submission of a completed clause-by-clause Technical Compliance Matrix without blanket responses.	Signed compliance matrix.	Pass / Fail
17	AI and data-governance undertaking: NICL data shall not be used to train public / shared models; AI outputs shall be logged, explainable, reviewable and subject to human approval.	Signed data protection and responsible AI undertaking.	Pass / Fail
18	If the bidder proposes third-party / OEM software, it shall hold authorization to license, implement and support that solution in Pakistan for the proposed term.	OEM / authorization letter and licensing terms.	Pass / Fail
19	Financial capacity proportionate to the procurement.	Audited financial statements / tax returns for the last three years and any threshold stated in the BDS.	Pass / Fail

13.1 Preferably AI Partnership

Acceptable evidence may include: (a) IBM Partner Plus together with verifiable IBM watsonx / AI service capability, authorization, competency, entitlement or relevant certified technical resources; (b) Microsoft AI Cloud Partner Program together with Solutions Partner for Data & AI (Azure), AI Platform on Microsoft Azure specialization, AI Apps on Microsoft Azure specialization, or an equivalent AI-relevant designation; or (c) Google Cloud Partner Advantage together with Machine Learning – Services Specialization, Artificial Intelligence Expertise, or an equivalent AI-relevant designation. An equivalent global provider / program may be accepted where the bidder proves comparable AI-specific standing and the capability to provide the services in Pakistan.

13.2 International Professional Affiliation — Evaluated Advantage (Not a Mandatory Restriction)

Active organizational affiliation or institutional membership with recognized international AI / computing bodies such as IEEE, ACM, ISACA or an equivalent professional organization will receive additional technical marks under the Technical Evaluation (Section 14). Such affiliation does not replace the mandatory AI technology partnership above.

14. Technical Evaluation Criteria

QUALIFYING RULE

Only bidders passing all mandatory eligibility requirements shall be evaluated. The maximum technical score is 100 marks and the minimum qualifying score is 70 marks. Achieving the minimum required marks is mandatory. Only technically qualified bidders (70 marks or above) shall proceed to financial evaluation, and only their financial proposals shall be opened.

Technical Evaluation — Summary of Categories and Maximum Marks:

No.	Evaluation Category	Max. Marks
1	Company Profile, Experience and Management Certifications	8
2	Comparable Project Experience and Client Evidence	12
3	Technical Compliance with the Scope of Work	12
4	Artificial Intelligence Capabilities and Responsible AI Governance	15
5	AI Technology Partnership Strength and International Professional Affiliations	10
6	Solution Architecture, Integration, Security and Data Protection	10
7	Implementation Methodology, Work Plan and Risk Management	10
8	Project Team and Key Resources	5
9	Live Demonstration / Proof of Capability/ Already Available Solution	15
10	Warranty, Support, SLA and Knowledge Transfer	3
	TOTAL	100

14.1 Company Profile, Experience and Certifications (8 Marks)

Criterion	Marks
Relevant company experience: 5–7 years = 1; 8–10 years = 2; more than 10 years = 3.	3
ISO 9001 or equivalent quality-management certification.	1
ISO/IEC 27001 or equivalent information-security certification.	2
Documented enterprise software / AI governance and delivery methodology.	1
Established local support presence and escalation capability in Pakistan.	1
Maximum	8

14.2 Comparable Project Experience (12 Marks)

Criterion	Marks
Three comparable projects = 3; four to five = 5; more than five = 6.	6
At least one government / public-sector or regulated financial / insurance implementation.	2
At least one enterprise implementation with more than 500 users.	1
Demonstrated HRMS, appraisal, KPI, analytics or workforce-intelligence implementation.	1

Criterion	Marks
Quality of completion certificates, client references and evidence: strong = 2; partial = 1; insufficient = 0.	2
Maximum	12

14.3 Technical Compliance with Scope of Work (12 Marks)

Verified Compliance	Marks
95–100%	12
90–94%	10
85–89%	8
80–84%	6
Below 80%	4

Note: A response marked "Comply" without explanation, evidence, configuration statement or demonstration reference may be treated as unsupported.

14.4 AI Capabilities and Responsible AI Governance (15 Marks)

Capability	Marks
AI-assisted performance scoring, normalization and rating justification.	2
AI-generated performance summaries and manager / employee feedback assistance.	2
Bias / anomaly detection and calibration analysis.	2
Explainable AI showing factors, data, weightages, confidence and evidence.	2
Promotion, increment, bonus, succession, attrition and learning recommendations.	2
Predictive analytics with model monitoring and validation methodology.	2
AI assistant for goals, KPIs, policies, feedback and approved knowledge.	1
Responsible AI controls: human approval, model / version logs, drift monitoring, prompt / data safeguards and auditability.	2
Maximum	15

14.5 AI Technology Partnership and International Affiliations (10 Marks)

Criterion	Marks
Strength of AI technology partnership beyond the mandatory minimum: current verified status = 1; AI-specific designation / specialization / competency = additional 2; higher tier or formal service authorization relevant to delivery in Pakistan = additional 1.	4
Certified technical resources under the partner ecosystem relevant to AI, cloud, data, security or solution architecture.	1
Documented ability to design, implement and support the partner ecosystem's relevant AI services in Pakistan.	1

Criterion	Marks
Active organizational affiliation / institutional membership with a recognized international AI or computing body (e.g. IEEE, ACM, ISACA or equivalent): 2 marks per qualifying affiliation, maximum 4.	4
Maximum	10

Scoring note: Individual employee memberships alone shall not be treated as an organizational affiliation unless the bidding entity is itself an institutional / organizational member, chapter partner, corporate member, approved affiliate or otherwise formally recognized by the body.

14.6 Architecture, Integration, Security and Data Protection (10 Marks)

Criterion	Marks
Scalable enterprise architecture, configuration model and deployment flexibility.	2
API / integration architecture for HRMS, payroll, identity, attendance, LMS, ERP and collaboration systems.	2
RBAC, segregation of duties, SSO, MFA, encryption, key management and audit trails.	2
Backup, disaster recovery, business continuity, RTO/RPO and monitoring.	1
Secure software development, VAPT, vulnerability management and secure update process.	1
Employee-data privacy, data residency, retention, masking, model isolation and no-training controls.	2
Maximum	10

14.7 Implementation Methodology and Work Plan (10 Marks)

Criterion	Marks
Requirement study and business-process mapping.	1
Solution design, configuration / customization and prototype validation.	2
Integration and data-migration strategy with reconciliation.	1
Testing, performance testing, security testing and UAT methodology.	1
Training, change management, communication and adoption plan.	1
Go-Live, cutover, hypercare and rollback plan.	1
Detailed work breakdown, milestones, dependencies and resource loading.	2
Risk, issue, quality and change-control management.	1
Maximum	10

14.8 Project Team (5 Marks)

Role / Evidence	Marks
Project Manager with recognized project-management certification and relevant enterprise implementation experience.	1
AI / ML Lead with demonstrated applied AI and responsible AI experience.	1
Solution / Cloud Architect with enterprise integration and security experience.	1

Role / Evidence	Marks
Functional HR / Performance Management Lead.	1
Technical, mobile, QA, data migration, security and training team availability.	1
Maximum	5

14.9 Live Demonstration / Proof of Capability/ Already Available Solution (15 Marks)

The bidder shall provide a live demonstration using a functioning environment. Slide-only demonstrations shall not receive full marks. NICL may provide a demonstration script and sample non-production data.

Demonstration Area	Marks
Already Available SolutionEnd-to-end appraisal workflow, project / goal / KPI / OKR planning, private Kanban task boards, approvals and evidence.	0-10
AI scoring, summaries, recommendations, bias detection and explainability in Already Available Solution	1
Executive, HR, manager and employee dashboards / reports in Already Available Solution	1
Administration, configuration, audit trail, security and integrations in Already Available Solution	1
Mobile application and notifications.	1
Usability, performance and quality of responses during Q&A.	1
Maximum	15

14.10 Warranty, Support and Knowledge Transfer (3 Marks)

Criterion	Marks
Comprehensive warranty, updates and defect resolution.	1
SLA, local support team, escalation and service reporting.	1
Training, administrator enablement, documentation and knowledge transfer.	1
Maximum	3

15. Proposal Cross-Reference & Compliance Index

While preparing the proposal, the bidder shall begin with the Mandatory Eligibility Criteria. To address these criteria, the bidder shall complete a cross-reference table that lists, against each requirement, the title of the supporting document provided and its exact page number / reference tag within the proposal. This cross-reference table will assist the evaluation committee in quickly locating, reading, and verifying each document at the page or reference tag where it has been placed. The same cross-referencing method shall also be applied to the Technical Evaluation Criteria. The prescribed cross-reference tables and standard forms are provided below and shall be completed and submitted by the bidder.

15.1 Cross-Reference Index — Mandatory Eligibility Criteria

No.	Mandatory Requirement	Title of Document Submitted	Page No. / Reference Tag
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No.	Mandatory Requirement	Title of Document Submitted	Page No. / Reference Tag
1	Legal incorporation / registration (SECP / JV).		
2	NTN & sales tax registration.		
3	Active taxpayer status (ATL).		
4	EPADS v2.0 registration.		
5	Not blacklisted / debarred (affidavit).		
6	≥ 5 years relevant experience.		
7	≥ 3 comparable projects (last 5 years).		
8	Govt / financial / insurance / 500+ user implementation.		
9	Current AI-specific technology partnership.		
10	Commercially available / production-ready system.		
11	AI-enabled performance mgmt., explainable & human override.		
12	Secure REST APIs / standards-based integration.		
13	RBAC, SSO, MFA, encryption & audit logging.		
14	Full delivery scope (study to support) undertaking.		
15	≥ 6 month comprehensive warranty.		
16	Completed clause-by-clause compliance matrix.		
17	AI & data-governance undertaking.		
18	OEM / third-party authorization (if applicable).		
19	Financial capacity (audited statements).		

15.2 Cross-Reference Index — Technical Evaluation Criteria

Ref.	Evaluation Category	Title of Document / Evidence Submitted	Page No. / Reference Tag
14.1	Company Profile, Experience & Certifications		
14.2	Comparable Project Experience & Client Evidence		
14.3	Technical Compliance with Scope of Work		
14.4	AI Capabilities & Responsible AI Governance		
14.5	AI Technology Partnership & International Affiliations		
14.6	Architecture, Integration, Security & Data Protection		

Ref.	Evaluation Category	Title of Document / Evidence Submitted	Page No. / Reference Tag
14.7	Implementation Methodology & Work Plan		
14.8	Project Team & Key Resources		
14.9	Live Demonstration / Proof of Capability		
14.10	Warranty, Support, SLA & Knowledge Transfer		





Form 1 — Preferably AI Technology Partnership Verification

Field	Bidder Response / Evidence
Global AI technology organization (IBM / Microsoft / Google Cloud / equivalent)	
Partner-program name (e.g., IBM Partner Plus; Microsoft AI Cloud Partner Program; Google Cloud Partner Advantage)	
AI-specific designation / evidence (e.g., watsonx capability; Data & AI / Azure AI specialization; Machine Learning Services / AI Expertise)	
Partner tier / status	
Validity period	
Public partner-directory URL or reference	
Official certificate / letter attached	Yes / No
Authority / eligibility to provide relevant services in Pakistan	
Number and names of relevant certified professionals	
Verification contact at issuing organization, if available	
Declaration	We authorize NICL to verify this information directly with the issuing organization.

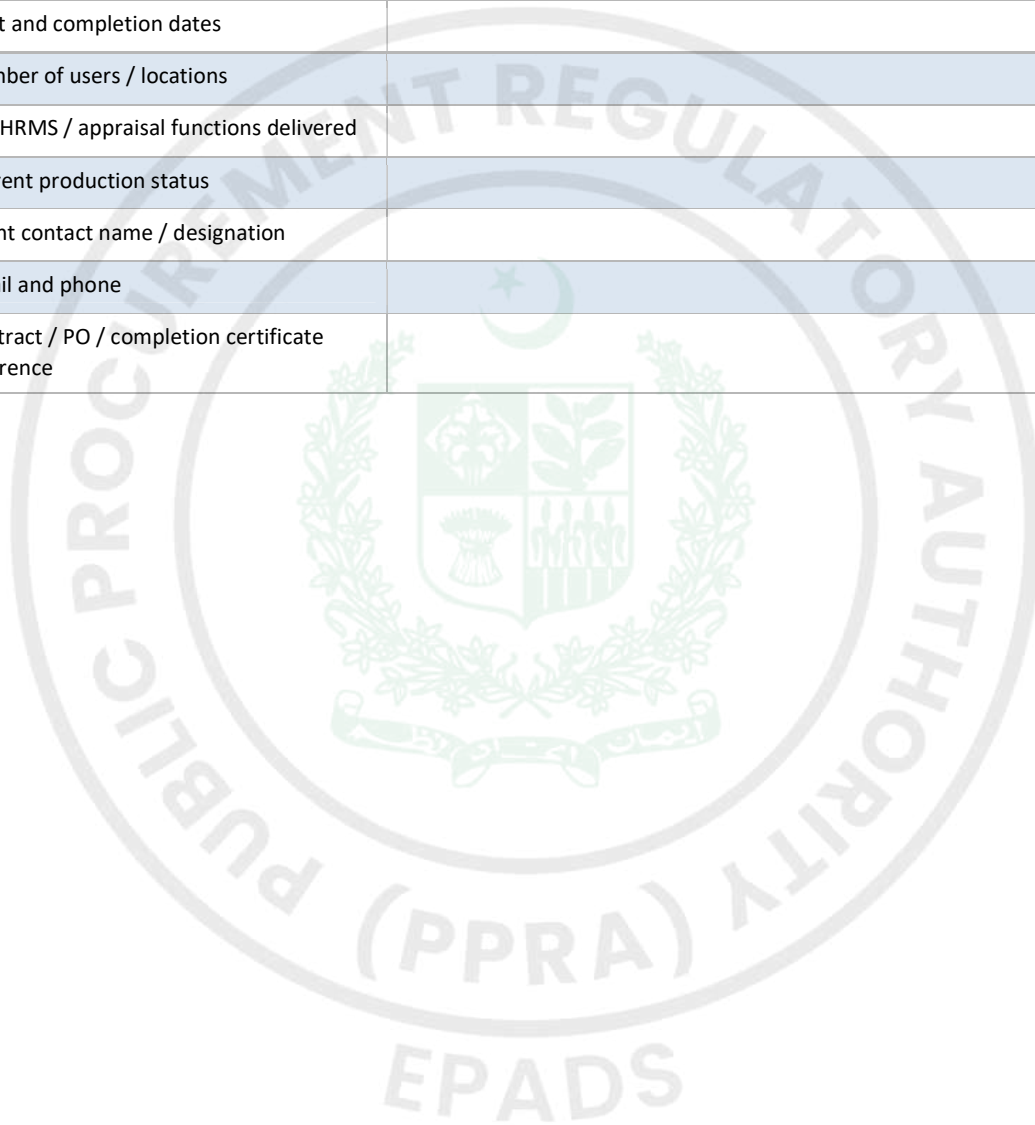
Form 2 — Preferably International Professional Affiliation Evidence

Professional Body	Type of Organizational Affiliation	Validity	Evidence / Verification Reference
e.g., IEEE / ACM / ISACA / Equivalent			



Form 3 — Similar Project Reference

Field	Details
Client organization	
Sector	
Project title and scope	
Contract value	
Start and completion dates	
Number of users / locations	
AI / HRMS / appraisal functions delivered	
Current production status	
Client contact name / designation	
Email and phone	
Contract / PO / completion certificate reference	



Form 4— Key Expert CV Summary

Field	Details
Proposed role	
Name	
Nationality / location	
Qualifications	
Relevant certifications	
Years of experience	
Relevant assignments	
Employment / engagement status	
Availability confirmation	
Signature of expert	

