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# REQUEST FOR PROPOSAL

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**Hiring of Consultant for Review and Revision of HR Policies and Manual of  
Universal Service Fund (USF)**

**(Single Stage Two Envelope Procedure)**

**(National Competitive Bidding)**



**Universal Service Fund  
(A Guarantee Limited incorporated under Section 42 of the repealed Companies  
Ordinance 1984 presently Companies Act 2017)**

**Tender ID: "USF/TDRS/HR/CONSULTANT/2025-26/08"**

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**PART I**

**Section I. Request for Proposal**



**Tender ID: "USF/TDRS/HR/CONSULTANT/2025-26/08"**

**for**

***Hiring of Consultant for Review and Revision of HR Policies and Manual of***

***Universal Service Fund (USF)***

Date: 27<sup>th</sup> August 2025

1. This Invitation for submission of Proposals follows the Procurement Notice for this Project which appeared on PPRA website and in the Express Tribune & Roznama Dunya on 27<sup>th</sup> August 2025.
2. The USF now invites proposals to provide the following consulting services: Hiring of Consultant for Review and Revision of HR Policies and Manual of USF. More details on the services are provided in the Terms of Reference.
3. This Request for Proposal (RFP) addresses to all the eligible consultants and determining the capacity and capability of the consultants shall be the part of the technical proposal.
4. A firm will be selected under Least Cost Method and procedures described in this RFP.
5. The RFP includes the following documents:

Section 1 - Letter of Invitation  
Section 2 - Instructions to Consultants and Data Sheet  
Section 3 - Technical Proposal - Standard Forms  
Section 4 - Financial Proposal - Standard Forms  
Section 5 – Eligible Countries  
Section 6 - Terms of Reference

6. Please submit your proposal on e-PADS only.

Yours sincerely,

**Head of Procurement Department**  
Universal Service Fund,  
Office # 310-312, 3rd Floor, Evacuee Trust Complex,  
Sector F-5/1, Islamabad, Pakistan  
Tel: (92-51) 9212308-09  
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**Section II. Instructions to Consultants**

**A. General Provisions**

<p><b>1. Definitions</b></p>	<p>1.1 Definition</p> <ul style="list-style-type: none"> <li>a) "Affiliate(s)" means an individual or an entity that directly or indirectly controls, is controlled by, or is under common control with the Consultant.</li> <li>b) "Applicable Law" means the laws and any other instruments having the force of law in Pakistan, or in such other country as may be specified in the Data Sheet, as they may be issued and in force from time to time.</li> <li>c) "Consultant" means a legally-established professional consulting firm or an entity that may provide or provides the Services to the Procuring Agency under the Contract.</li> <li>d) "Contract" means a legally binding written agreement signed between the Procuring Agency and the Consultant and includes all the attached documents listed in its Clause 1 (the General Conditions of Contract (GCC), the Special Conditions of Contract (SCC), and the Appendices).</li> <li>e) "Data Sheet" means an integral part of the Instructions to Consultants (ITC) Section 2 that is used to reflect specific country and assignment conditions to supplement, but not to over-write, the provisions of the ITC.</li> <li>f) "Day" means a calendar day.</li> <li>g) "Experts" means, collectively, Key Experts, Non-Key Experts, or any other personnel of the Consultant, Sub-consultant or Joint Venture member(s).</li> <li>h) "Joint Venture (JV)" means an association with or without</li> </ul>
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	<p>a legal personality distinct from that of its members, of more than one Consultant where one member has the authority to conduct all business for and on behalf of any and all the members of the JV, and where the members of the JV are jointly and severally liable to the Procuring Agency for the performance of the Contract.</p> <p>i) “Key Expert(s)” means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose CV is taken into account in the technical evaluation of the Consultant’s proposal.</p> <p>j) “ITC” (this Section 2 of the RFP) means the Instructions to Consultants that provides the Consultants with all information needed to prepare their Proposals.</p> <p>k) “LOI” (this Section 1 of the RFP) means the Letter of Invitation being sent by the Procuring Agency to the Consultants.</p> <p>l) “Non-Key Expert(s)” means an individual professional provided by the Consultant or its Sub-consultant and who is assigned to perform the Services or any part thereof under the Contract and whose CVs are not evaluated individually.</p> <p>m) “Proposal” means the Technical Proposal and the Financial Proposal of the Consultant.</p> <p>n) “RFP” means the Request for Proposals to be prepared by the Procuring Agency for the selection of Consultants, based on the SRFP.</p> <p>o) “Services” means the work to be performed by the Consultant pursuant to the Contract.</p>
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	<p>p) “SRFP” means the Standard Request for Proposals, which must be used by the Procuring Agency as the basis for the preparation of the RFP.</p> <p>q) “Sub-consultant” means an entity to whom the Consultant intends to subcontract any part of the Services while remaining responsible to the Procuring Agency during the performance of the Contract.</p> <p>r) “TORs” (this Section 7 of the RFP) means the Terms of Reference that explain the objectives, scope of work, activities, and tasks to be performed, respective responsibilities of the Procuring Agency and the Consultant, and expected results and deliverables of the assignment.</p>
<p><b>2. Introduction</b></p>	<p>2.1 The Procuring Agency named in the Data Sheet intends to select a Consultant from those listed in the Letter of Invitation, in accordance with the method of selection specified in the Data Sheet. The eligible Consultants are invited to submit a Technical Proposal and a Financial Proposal, or a Technical Proposal only, as specified in the Data Sheet, for consulting services required for the assignment named in the Data Sheet. The Proposal will be the basis for negotiating and ultimately signing the Contract with the selected Consultant.</p> <p>2.2 The Consultants should familiarize themselves with the local conditions and take them into account in preparing their Proposals, including attending a pre-proposal conference if one is specified in the Data Sheet. Attending any such pre-proposal conference is optional and is at the Consultants’ expense.</p> <p>2.3 The Procuring Agency will timely provide, at no cost to the Consultants, the inputs, relevant project data, and reports required for the preparation of the Consultant’s Proposal as specified in the Data Sheet.</p>
<p><b>3. Conflict of Interest</b></p>	<p>3.1 The Consultant is required to provide professional, objective, and impartial advice, at all times holding the Procuring Agency’s interests paramount, strictly avoiding conflicts with other assignments or its own corporate interests, and acting</p>

	<p>without any consideration for future work.</p> <p>3.2 The Consultant has an obligation to disclose to the Procuring Agency any situation of actual or potential conflict that impacts its capacity to serve the best interest of its Procuring Agency. Failure to disclose such situations may lead to the disqualification of the Consultant or the termination of its Contract and/or sanctions by the Authority.</p> <p>3.3 Without limitation on the generality of the foregoing, the Consultant shall not be hired under the circumstances set forth below:</p>
<p><b>a. Conflicting activities</b></p>	<p>(i) <u>Conflict between consulting activities and procurement of goods, works or non-consulting services:</u> a firm that has been engaged by the Procuring Agency to provide goods, works, or non-consulting services for a project, or any of its Affiliates, shall be disqualified from providing consulting services resulting from or directly related to those goods, works, or non-consulting services. Conversely, a firm hired to provide consulting services for the preparation or implementation of a project, or any of its Affiliates, shall be disqualified from subsequently providing goods or works or non-consulting services resulting from or directly related to the consulting services for such preparation or implementation.</p>
<p><b>b. Conflicting assignments</b></p>	<p>(ii) <u>Conflict among consulting assignments:</u> a Consultant (including its Experts and Sub-consultants) or any of its Affiliates shall not be hired for any assignment that, by its nature, may be in conflict with another assignment of the Consultant for the same or for another Procuring Agency.</p>
<p><b>c. Conflicting relationships</b></p>	<p>(iii) <u>Relationship with the Procuring Agency's staff:</u> a Consultant (including its Experts and Sub-consultants) that has a close business or family relationship with a professional staff of the Procuring Agency, or of a recipient of a part of the financing in case the project is financed by some financing institution) who are directly or indirectly involved in any part of (i) the preparation of the Terms of Reference for the assignment, (ii) the selection process for the Contract, or (iii) the supervision of the Contract, may not be awarded a</p>

	<p>Contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the Authority throughout the selection process and the execution of the Contract.</p>
<p><b>4. Unfair Competitive Advantage</b></p>	<p>4.1 Fairness and transparency in the selection process require that the Consultants or their Affiliates competing for a specific assignment do not derive a competitive advantage from having provided consulting services related to the assignment in question. To that end, the Procuring Agency shall indicate in the Data Sheet and make available to all eligible Consultants together with this RFP all information that would in that respect give such Consultant any unfair competitive advantage over competing Consultants.</p>
<p><b>5. Corrupt and Fraudulent Practices</b></p>	<p>5.1 The Authority requires compliance with its Regulatory Framework in regard to corrupt and fraudulent practices as set forth in Section 6.</p> <p>5.2 In further pursuance of this Regulatory Framework, Consultants shall permit and shall cause their agents (where declared or not), sub-contractors, sub-consultants, service providers, suppliers, and personnel, to permit the Procuring Agency to inspect all accounts, records and other documents relating to any shortlisting process, Proposal submission, and contract performance (in the case of award), and to have them audited by auditors appointed by the Procuring Agency.</p>
<p><b>6.</b></p>	<p>6.1 The Procuring Agency permits consultants (individuals and firms, including Joint Ventures and their individual members) from all countries to offer consulting services for the project.</p> <p>6.2 Furthermore, it is the Consultant’s responsibility to ensure that its Experts, joint venture members, Sub-consultants, agents (declared or not), sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements.</p> <p>As an exception to the foregoing Clauses 6.1 and 6.2 above:</p>
<p><b>a. Sanctions</b></p>	<p>6.3 A firm or an individual declared blacklisted by the Authority in accordance with the above Clause 5.1 shall be ineligible to participate in the procurement process or to be awarded a contract, during such period of time as the Authority shall determine. The list of debarred firms and individuals is available at the electronic address specified in the <b>Data Sheet</b>.</p>

<p><b>b. Prohibitions</b></p>	<p>6.4 Firms and individuals of a country or goods manufactured in a country may be ineligible if so indicated in Section 5 (Eligible Countries).</p>
<p><b>c. Restrictions for public employees</b></p>	<p>6.5 Government officials and civil servants of Pakistan are not eligible to be included as Experts in the Consultant's Proposal unless such engagement does not conflict with any employment or other laws, regulations, or policies of the Government of Pakistan, and they</p> <p>(i) are on leave of absence without pay, or have resigned or retired;</p> <p>(ii) are not being hired by the same agency they were working for before going on leave of absence without pay, resigning, or retiring</p> <p>(in case of resignation or retirement, for a period of at least two years, or the period established by statutory provisions applying to civil servants or government employees whichever is longer. Experts who are employed by the government-owned universities, educational or research institutions are not eligible unless they have been full time employees of their institutions for a year or more prior to being included in Consultant's Proposal.; and</p> <p>(iii) their hiring would not create a conflict of interest.</p>
<p><b>B. Preparation of Proposals</b></p>	
<p><b>7. General Considerations</b></p>	<p>7.1 In preparing the Proposal, the Consultant is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.</p>
<p><b>8. Cost of Preparation of Proposal</b></p>	<p>8.1The Consultant shall bear all costs associated with the preparation and submission of its Proposal, and the Procuring Agency shall not be responsible or liable for those costs, regardless of the conduct or outcome of the selection process. The Procuring Agency is not bound to accept any proposal, and reserves the right to annul the selection process in accordance with the procurement regulatory framework at any time prior to Contract award, without thereby incurring any liability to the</p>

	Consultant.
<b>9. Language</b>	9.1 The Proposal, as well as all correspondence and documents relating to the Proposal exchanged between the Consultant and the Procuring Agency, shall be written in the language(s) specified in the Data Sheet.
<b>10. Documents Comprising the Proposal</b>	10.1 The Proposal shall comprise the documents and forms listed in the <b>Data Sheet</b> .  If specified in the <b>Data Sheet</b> , the Consultant shall include a statement of an undertaking of the Consultant to observe, in competing for and executing a contract, the Procuring Regulatory Framework regarding corrupt and fraudulent practices.
<b>11. Only One Proposal</b>	11.1 The Consultant (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture in another Proposal. If a Consultant, including any Joint Venture member, submits or participates in more than one proposal, all such proposals shall be disqualified and rejected. This does not, however, preclude a Sub-consultant, or the Consultant's staff from participating as Key Experts and Non-Key Experts in more than one Proposal when circumstances justify and if stated in the <b>Data Sheet</b> and subject to regulatory instructions, if any.
<b>12. Proposal Validity</b>	12.1 Proposals shall remain valid for the period specified in the Data Sheet after the Proposal submission deadline prescribed by the PA. To ensure the validity of proposal, it shall contain bid/proposal security or bid/proposal securing declaration as a complementary bid/proposal securing instrument having the validity twenty-eight days more than the bid/proposal validity period.  12.2 During this period, the Consultant shall maintain its original Proposal without any change, including the availability of the Key Experts, the proposed rates and the total price.  12.3 If it is established that any Key Expert nominated in the Consultant's Proposal was not available at the time of Proposal submission or was included in the Proposal without his/her confirmation, such Proposal shall be disqualified and rejected for further evaluation, and may be subject to blacklisting and debarment in accordance with Clause 5 of this ITC.

<p><b>a. Extension of Validity Period</b></p>	<p>12.4 If considered necessary, an extension can be made in case of exceptional circumstances (beyond the control of the procuring agency) after recording the reason(s) in writing. Such extension shall be only once, and the period of the extension should be determined keeping in view of the circumstances under which such extension is deemed to be necessary, however, the same shall not be more than the original bid validity period. The request and the responses shall be made in writing. Moreover, any such extension shall be solicited and procured in advance prior to the expiry of original (or initial) bid validity period. Bid/Proposal Securing Instrument shall also be extended in conformity with the period of extension.</p> <p>12.5 If the Consultant agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal and with the confirmation of the availability of the Key Experts.</p> <p>12.6 The Consultant has the right to refuse to extend the validity of its Proposal in which case such Proposal will not be further evaluated.</p>
<p><b>b. Substitution of Key Experts at Validity Extension</b></p>	<p>12.7 If any of the Key Experts become unavailable for the extended validity period, the Consultant shall provide a written adequate justification and evidence satisfactory to the Procuring Agency together with the substitution request. In such case, a replacement Key Expert shall have equal or better qualifications and experience than those of the originally proposed Key Expert. The technical evaluation score, however, will remain to be based on the evaluation of the CV of the original Key Expert.</p> <p>12.8 If the Consultant fails to provide a replacement Key Expert with equal or better qualifications, or if the provided reasons for the replacement or justification are unacceptable to the Procuring Agency, such Proposal will be rejected.</p>
<p><b>c. Sub-Contracting</b></p>	<p>12.9 The Consultant shall not subcontract the whole of the Services.</p>
	<p>12.10 The Proposal Securing Declaration is required to protect the Procuring Agency against the risk of Consultant's conduct which would warrant the consultant to face the blacklisting or debarment proceedings in accordance with regulatory</p>

	framework.
	12.11 Any Proposal not accompanied by a Proposal Securing Declaration shall be rejected by the Procuring Agency as non-responsive.
	12.12 The Proposal Securing Declaration of a joint venture must be in the name of the joint venture submitting the Proposal.
	12.13 The successful Consultant's Proposal Securing Declaration will be discharged upon the signing the contract with the Successful Consultant, and furnishing the performance security.
	<p>12.14 A Consultant shall be suspended from being eligible for tendering in any contract with the Procuring Agency for the period of time indicated in the Proposal Securing Declaration:</p> <ul style="list-style-type: none"> <li>(a) if the Consultant withdraws its Proposal, except as provided in <b>ITC 12.6</b> or</li> <li>(b) in the case of a successful Consultant, if the Consultant fails within the specified time limit to: <ul style="list-style-type: none"> <li>(i) sign the contract, or</li> <li>(ii) furnish the required performance security</li> </ul> </li> </ul>
<b>13. Clarification and Amendment of RFP</b>	<p>13.1 The Consultant may request a clarification of any part of the RFP during the period indicated in the <b>Data Sheet</b> before the Proposals' submission deadline. Any request for clarification must be sent in writing, or by standard electronic means, to the Procuring Agency's address indicated in the <b>Data Sheet</b>. The Procuring Agency will respond in writing, or by standard electronic means, and will send written copies of the response (including an explanation of the query but without identifying its source) to all eligible Consultants. Should the Procuring Agency deem it necessary to amend the RFP as a result of a clarification or at its own initiative, it shall do so following the procedure described below:</p> <ul style="list-style-type: none"> <li>i. At any time before the proposal submission deadline, the Procuring Agency may amend the RFP by issuing an amendment in writing or by standard electronic means. The amendment shall be sent to all shortlisted Consultants and</li> </ul>

	<p>will be binding on them. The shortlisted Consultants shall acknowledge receipt of all amendments in writing.</p> <p>ii. If the amendment is substantial, the Procuring Agency may extend the proposal submission deadline to give the shortlisted Consultants reasonable time to take an amendment into account in their Proposals.</p> <p>13.12 The Consultant who has already submitted the proposal prior to any amendments in the RFP, may submit a modified Proposal or a modification to any part of it based on the respective amendment in the RFP at any time prior to the proposal submission deadline. No modifications to the Technical or Financial Proposal shall be accepted after the deadline.</p>
<p><b>14. Preparation of Proposals – Specific Considerations</b></p>	<p>14.1 While preparing the Proposal, the Consultant must give particular attention to the following:</p> <p>i. The Procuring Agency may indicate in the <b>Data Sheet</b> the estimated Key Experts’ time input (expressed in person-month) or the Procuring Agency’s estimated total cost of the assignment, but not both. This estimate is indicative and the Proposal shall be based on the Consultant’s own estimates for the same.</p> <p>ii. If stated in the <b>Data Sheet</b>, the Consultant shall include in its Proposal at least the same time input (in the same unit as indicated in the <b>Data Sheet</b>) of Key Experts, failing which the Financial Proposal will be adjusted for the purpose of comparison of proposals and decision for award in accordance with the procedure in the <b>Data Sheet</b>.</p> <p>iii. For assignments under the Fixed-Budget selection method, the estimated Key Experts’ time input is not disclosed. Total available budget, with an indication whether it is inclusive or exclusive of taxes, is given in the <b>Data Sheet</b>, and the Financial Proposal shall not exceed this budget.</p>
<p><b>15. Technical Proposal Format and Content</b></p>	<p>15.1 The Technical Proposal shall not include any information regarding Financial Proposal. A Technical Proposal containing material financial information shall be declared non-responsive.</p> <p>15.2 Depending on the nature of the assignment, the Consultant is required to submit a Full Technical Proposal (FTP), or a</p>

	Simplified Technical Proposal (STP) as indicated in the <b>Data Sheet</b> and using the Standard Forms provided in Section 3 of the RFP.
<b>16. Financial Proposal</b>	16.1 The Financial Proposal shall be prepared using the Standard Forms provided in Section 4 of the RFP. It shall list all costs associated with the assignment, including (a) remuneration for Key Experts and Non-Key Experts, (b) reimbursable expenses indicated in the <b>Data Sheet</b> .
<b>a. Taxes</b>	16.2 The Consultant and its Sub-consultants and Experts are responsible for meeting all tax liabilities arising out of the Contract unless stated otherwise in the Data Sheet. Information on taxes in the Procuring Agency's country is provided in the Data Sheet.
<b>b. Currency of Proposal</b>	16.3 The Consultant may express the price for its Services in the currency or currencies as stated in the Data Sheet. If indicated in the Data Sheet, the portion of the price representing local cost shall be stated in the national currency.
<b>c. Currency of Payment</b>	16.4 Payment under the Contract shall be made in the currency or currencies in which the payment is requested in the Proposal.
<b>C. Submission, Opening and Evaluation</b>	
<b>17. Submission, Sealing, and Marking of Proposals</b>	<p>17.1 The Consultant shall submit a signed and complete Proposal comprising the documents and forms in accordance with Clause 10 (Documents Comprising Proposal). The submission can be done by mail or by hand. If specified in the <b>Data Sheet</b>, the Consultant has the option of submitting its Proposals electronically.</p> <p>17.2 An authorized representative of the Consultant shall sign the original submission letters in the required format for both the Technical Proposal and, if applicable, the Financial Proposal and shall initial all pages of both. The authorization shall be in the form of a written power of attorney attached to the Technical Proposal.</p> <p>17.2.1 A Proposal submitted by a Joint Venture shall be signed by all members so as to be legally binding on all members, or by an authorized representative who has a written power of attorney signed by each member's</p>

<p><b>Withdrawal of bids</b></p>	<p>authorized representative.</p> <p>17.3 Any modifications, revisions, interlineations, erasures, or overwriting shall be valid only if they are signed or initialed by the person signing the Proposal.</p> <p>17.4 The signed Proposal shall be marked “ORIGINAL”, and its copies marked “COPY” as appropriate. The number of copies is indicated in the <b>Data Sheet</b>. All copies shall be made from the signed original. If there are discrepancies between the original and the copies, the original shall prevail.</p> <p>17.5 The original and all the copies of the Technical Proposal shall be placed inside of a sealed envelope clearly marked “<b>TECHNICAL PROPOSAL</b>”, “[Name of the Assignment]”, reference number, name and address of the Consultant, and with a warning “<b>DO NOT OPEN UNTIL [INSERT THE DATE AND THE TIME OF THE TECHNICAL PROPOSAL SUBMISSION DEADLINE].</b>”</p> <p>17.6 Similarly, the original Financial Proposal (if required for the applicable selection method) shall be placed inside of a sealed envelope clearly marked “<b>FINANCIAL PROPOSAL</b>” followed by the name of the assignment, reference number, name and address of the Consultant, and with a warning “<b>DO NOT OPEN WITH THE TECHNICAL PROPOSAL.</b>”</p> <p>17.7 The sealed envelopes containing the Technical and Financial Proposals shall be placed into one outer envelope and sealed. This outer envelope shall bear the submission address, RFP reference number, the name of the assignment, Consultant’s name and the address, and shall be clearly marked “<b>DO NOT OPEN BEFORE [insert the time and date of the submission deadline indicated in the Data Sheet]</b>”.</p> <p>17.8 If the envelopes and packages with the Proposal are not sealed and marked as required, the Procuring Agency will assume no responsibility for the misplacement, loss, or premature opening of the Proposal.</p> <p>17.9 The Proposal or its modifications must be sent to the address indicated in the <b>Data Sheet</b> and received by the Procuring Agency no later than the deadline indicated in the <b>Data Sheet</b>, or any extension to this deadline. Any Proposal or its modification received by the Procuring Agency after the deadline shall be declared late and rejected, and promptly</p>
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	<p>returned unopened.</p> <p>17.10 A Consultant may withdraw its Proposal after it has been submitted, provided that written notice of the withdrawal of the Proposal, is received by the Procuring Agency prior to the deadline for submission of Proposal.</p> <p>17.11 Revised Proposal may be submitted after the withdrawal of the original Proposal.</p> <p>17.12 First, envelopes marked “WITHDRAWAL” shall be opened and read out and the envelope with the corresponding bid shall not be opened, but returned to the Bidder. No bid withdrawal shall be permitted unless the corresponding Withdrawal Notice contains a valid authorization to request the withdrawal and is read out at bid opening.</p>
<p><b>18. Confidentiality</b></p>	<p>18.1 From the time the Proposals are opened to the time the Evaluation Report is published, the Consultant should not contact the Procurement Evaluation Committee of the Procuring Agency on any matter related to its Technical and/or Financial Proposal. Information relating to the evaluation of Proposals shall not be disclosed to the Consultants who submitted the Proposals or to any other party not officially concerned with the process, until the publication of the Evaluation Report.</p> <p>18.2 Any attempt by Consultants or anyone on behalf of the Consultant to influence improperly the Procuring Agency in the evaluation of the Proposals may result in the rejection of its Proposal, and may be subject to the application of prevailing blacklisting procedures.</p> <p>18.3 Notwithstanding the above provisions, from the time of the Proposals’ opening to the time of publication of evaluation report, if a Consultant wishes to contact the Procurement Evaluation Committee or the Procuring Agency on any matter related to the selection process, it should do so only in writing.</p>
<p><b>19. Opening of Proposal (Technical Proposals)</b></p>	<p>19.1 The Procuring Agency will open all Proposal, in public, in the presence of Consultant’ or their representatives who choose to attend, and other parties with a legitimate interest in the Proposal proceedings at the place, on the date and at the time, specified in the <b>BDS</b>. The Consultant’ representatives</p>

	<p>present shall sign a register as proof of their attendance.</p> <p>19.2 First, envelopes marked “WITHDRAWAL” shall be opened and read out and the envelope with the corresponding Proposal shall not be opened, but returned to the Consultant. No Proposal withdrawal shall be permitted unless the corresponding Withdrawal Notice contains a valid authorization to request the withdrawal and is read out at bid opening.</p> <p>19.3 Second, outer envelopes marked “SUBSTITUTION” shall be opened. The inner envelopes containing the Substitution Proposal shall be exchanged for the corresponding Original Proposal being substituted, which is to be returned to the Consultant unopened. No envelope shall be substituted unless the corresponding Substitution Notice contains a valid authorization to request the substitution and is read out and recorded at bid opening.</p> <p>19.4 Next, outer envelopes marked “MODIFICATION” shall be opened. No Technical Proposal and/or Financial Proposal shall be modified unless the corresponding Modification Notice contains a valid authorization to request the modification and is read out and recorded at the opening of the Proposal. Any Modification shall be read out along with the Original Proposal except in case of Single Stage Two Envelope Procedure where only the Technical Proposal, both Original as well as Modification, are to be opened, read out, and recorded at the opening. Financial Proposal, both Original and Modification, will remain unopened till the prescribed financial Proposal opening date.</p> <p>19.5 The Procuring Agency’s evaluation committee shall conduct the opening of the Technical Proposals in the presence of the Proposer Consultants’ authorized representatives who choose to attend (in person, or online if this option is offered in the <b>Data Sheet</b>). The opening date, time and the address are stated in the <b>Data Sheet</b>. The envelopes with the Financial Proposal shall remain sealed until they are opened in accordance with Clause 23 of the ITC.</p> <p>19.6 At the opening of the Technical Proposals the following shall be read out: (i) the name and the country of the Consultant or, in case of a Joint Venture, the name of the Joint Venture, the name of the lead member and the names and the</p>
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	<p>countries of all members; (ii) the presence or absence of a duly sealed envelope with the Financial Proposal; (iii) any modifications to the Proposal submitted prior to proposal submission deadline; and (iv) any other information deemed appropriate or as indicated in the <b>Data Sheet</b>.</p>
<p><b>20. Proposals Evaluation</b></p>	<p>20.1 Subject to provision of Clause 15.1 of the ITC, the evaluators of the Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded.</p> <p>20.2 The Consultant is not permitted to alter or modify its Proposal in any way after the proposal submission deadline. While evaluating the Proposals, the Procuring Agency will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.</p>
<p><b>21. Evaluation of Technical Proposals</b></p>	<p>21.1 The Procuring Agency's evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and the RFP, applying the evaluation criteria, sub-criteria, and point system specified in the <b>Data Sheet</b>. Each responsive Proposal will be given a technical score. A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP or if it fails to achieve the minimum technical score indicated in the <b>Data Sheet</b>.</p>
<p><b>22. Financial Proposals for QBS</b></p>	<p>22.1 Following the ranking of the Technical Proposals, when the selection is based on quality only (QBS), the top-ranked Consultant is invited to negotiate the Contract.</p> <p>22.2 Only the Financial Proposal of the technically top-ranked Consultant (as predefined in the Evaluation Criteria) is opened by the Procuring Agency's evaluation committee. All other Financial Proposals are returned unopened after the Contract negotiations are successfully concluded and the Contract is signed.</p>
<p><b>23. Public Opening of Financial Proposals (for QCBS, FBS, and LCS methods)</b></p>	<p>23.1 After the technical evaluation is completed, the Procuring Agency shall issue the Technical Evaluation Report containing all the information regarding responsiveness or non-responsiveness of the consultant along with the technical scores. The Financial Proposals of non-responsive consultants will be returned unopened after completing the selection process and Contract signing. The Procuring shall notify in</p>

	<p>writing those Consultants that have achieved the minimum overall technical score and inform them of the date, time and location for the opening of the Financial Proposals. The opening date should allow the Consultants sufficient time to make arrangements for attending the opening. The Consultant’s attendance at the opening of the Financial Proposals (in person, or online if such option is indicated in the <b>Data Sheet</b>) is optional and is at the Consultant’s choice.</p> <p>23.2 The Financial Proposals shall be opened by the Procuring Agency’s evaluation committee in the presence of the representatives of those Consultants whose proposals have passed the minimum technical score. At the opening, the names of the Consultants, and the overall technical scores, including the break-down by criterion, shall be read aloud. The Financial Proposals will then be inspected to confirm that they have remained sealed and unopened. These Financial Proposals shall be then opened, and the total prices read aloud and recorded. Copies of the record shall be sent to all Consultants who submitted Proposals.</p>
<p><b>24. Correction of Errors</b></p>	<p>24.1 Activities and items described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, and no corrections are made to the Financial Proposal.</p>
<p><b>a. Time-Based Contracts</b></p>	<p>24.1.1 If a Time-Based contract form is included in the RFP, the Procuring Agency’s evaluation committee will (a) correct any computational or arithmetical errors, and (b) adjust the prices if they fail to reflect all inputs included for the respective activities or items in the Technical Proposal. In case of discrepancy between (i) a partial amount (sub-total) and the total amount, or (ii) between the amount derived by multiplication of unit price with quantity and the total price, or (iii) between words and figures, the former will prevail. In case of discrepancy between the Technical and Financial Proposals in indicating quantities of input, the Technical Proposal prevails and the Procuring Agency’s evaluation committee shall correct the quantification indicated in the Financial Proposal so as to make it consistent with that indicated in the Technical Proposal, apply the relevant unit price included in the Financial Proposal to the corrected quantity, and correct the total Proposal</p>

	cost.
<b>25. Taxes</b>	25.1 The Procuring Agency's evaluation of the Consultant's Financial Proposal shall exclude taxes and duties in the in accordance with the instructions in the <b>Data Sheet</b> .
<b>26. Conversion to Single Currency</b>	26.1 For the evaluation purposes, prices shall be converted to a single currency using the selling rates of exchange, source and date indicated in the <b>Data Sheet</b> .
<b>27. Combined Quality and Cost Evaluation</b>	
<b>a. Quality- and Cost-Based Selection (QCBS)</b>	27.1 In the case of QCBS, the total score is calculated by weighting the technical and financial scores and adding them as per the formula and instructions in the Data Sheet. The Consultant achieving the highest combined technical and financial score will be invited for negotiations.
<b>b. Fixed-Budget Selection (FBS)</b>	27.2 In the case of FBS, those Proposals that exceed the budget indicated in Clause 14.1.4 of the Data Sheet shall be rejected.  27.3 The Procuring Agency will select the Consultant that submitted the highest-ranked Technical Proposal that does not exceed the budget indicated in the RFP, and invite such Consultant to negotiate the Contract.
<b>Least-Cost Selection</b>	27.4 In the case of Least-Cost Selection (LCS), the Procuring Agency will select the Consultant with the lowest evaluated total price among those consultants that achieved the minimum technical score, and invite such Consultant to negotiate the Contract.
<b>D. Negotiations and Award</b>	
<b>28. Negotiations</b>	28.1 The negotiations will be held at the date and address indicated in the <b>Data Sheet</b> with the Consultant's representative(s) who must have written power of attorney to negotiate and sign a Contract on behalf of the Consultant.  28.2 The Procuring Agency shall prepare minutes of negotiations that are signed by the Procuring Agency and the Consultant's authorized representative.
<b>a. Availability of Key</b>	28.3 The invited Consultant shall confirm the availability of

<p><b>Experts</b></p>	<p>all Key Experts included in the Proposal as a pre-requisite to the negotiations, or, if applicable, a replacement in accordance with Clause 12 of the ITC. Failure to confirm the Key Experts’ availability may result in the rejection of the Consultant’s Proposal and the Procuring Agency proceeding to negotiate the Contract with the next-ranked Consultant.</p> <p>28.4 Notwithstanding the above, the substitution of Key Experts at the negotiations may be considered if due solely to circumstances outside the reasonable control of and not foreseeable by the Consultant, including but not limited to death or medical incapacity. In such case, the Consultant shall offer a substitute Key Expert within the period of time specified in the letter of invitation to negotiate the Contract, who shall have equivalent or better qualifications and experience than the original candidate.</p>
<p><b>b. Technical negotiations</b></p>	<p>28.5 The negotiations include discussions of the Terms of Reference (TORs), the proposed methodology, the Procuring Agency’s inputs, the special conditions of the Contract, and finalizing the “Description of Services” part of the Contract. These discussions shall not alter the original scope of services under the TORs or the terms of the contract, lest the quality of the final product, its price, or the relevance of the initial evaluation be affected.</p>
<p><b>c. Financial Negotiations</b></p>	<p>28.6 There shall be no financial negotiations, however, it may include only the clarification of the Consultant’s tax liability and how it should be reflected in the Contract.</p>
<p><b>29. Conclusion of Negotiations</b></p>	<p>29.1 The negotiations are concluded with a review of the finalized draft Contract, which then shall be initialed by the Procuring Agency and the Consultant’s authorized representative.</p> <p>29.2 If the negotiations fail, the Procuring Agency shall inform the Consultant in writing of all pending issues and disagreements and provide a final opportunity to the Consultant to respond. If disagreement persists,</p>

	<p>the Procuring Agency shall terminate the negotiations informing the Consultant of the reasons for doing so; and the Procuring Agency will invite the next-ranked Consultant to negotiate a Contract. Once the Procuring Agency commences negotiations with the next-ranked Consultant, the Procuring Agency shall not reopen the earlier negotiations.</p>
<p><b>30. Award of Contract</b></p>	<p>30. Subject to ITC 29, the Procuring Agency will award the Contract to the Consultant whose Proposal has been determined to be substantially responsive to the RFP Documents and who has been declared as Most Advantageous Consultant, provided that such Consultant has been determined to be:</p> <ul style="list-style-type: none"> <li>a) eligible in accordance with the provisions of ITC 6;</li> <li>b) is determined to be qualified to perform the Contract satisfactorily; and</li> <li>c) Successful negotiations have been concluded, if any.</li> </ul>
<p><b>31. Grievance Redressal Mechanism</b></p>	<p>31.1 Procuring agency shall constitute a Grievance Redressal Committee (GRC) comprising of odd number of person with proper power and authorization to address the complaint. The GRC shall not have any of the members of Procurement Evaluation Committee. The committee must have one subject specialist depending the nature of the procurement.</p> <p>31.2 Any party can file its written complaint against the eligibility parameters or any other terms and conditions prescribed in the prequalification or bidding documents found contrary to provision of Procurement Regulatory Framework, and the same shall be addressed by the GRC well before the bid submission deadline.</p> <p>31.3 Any Bidder feeling aggrieved by any act of the procuring agency after the submission of his bid may lodge a written complaint concerning his grievances not later than seven of the announcement of technical evaluation report and five days after issuance of final evaluation report.</p>

	<p>31.4 In case, the complaint is filed against the technical evaluation report, the GRC shall suspend the procurement proceedings.</p> <p>31.5 In case, the complaint is filed after the issuance of the final evaluation report, the complainant cannot raise any objection on technical evaluation of the report:  Provided that the complainant may raise the objection on any part of the final evaluation report in case where single stage one envelop bidding procedure is adopted.</p> <p>31.6 The GRC, in both the cases shall investigate and decide upon the complaint within ten days of its receipt.</p> <p>31.7 Any bidder or the procuring agency not satisfied with the decision of the GRC may file Appeal before the Appellate Committee of the Authority on prescribed format after depositing the fee as prescribed in “Redressal of Grievance Regulations, 2021”.</p> <p>31.8 The Committee, upon receipt of the Appeal against the decision of the GRC complete in all respect shall serve notices in writing upon all the parties to Appeal.</p> <p>31.9 The committee shall call the record from the concerned procuring agency or the GRC as the case may be, and the same shall be provided within prescribed time.</p> <p>31.10 The committee may after examination of the relevant record and hearing all the concerned parties, shall decide the complaint within fifteen (15) days of receipt of the Appeal.</p> <p>31.11 The decision of the Committee shall be in writing and shall be signed by the Head and each Member of the Committee. The decision of the committee shall be final.</p>
<p><b>32. Mechanism of Blacklisting</b></p>	<p>32.1 The Procuring Agency shall bar for not more than the time prescribed in Rule-19 of the Public Procurement Rules, 2004, from participating in their respective procurement proceedings, bidder or contractor who either:</p> <ul style="list-style-type: none"> <li>i. Involved in corrupt and fraudulent practices as defined</li> </ul>

	<p>in Rule-2 of Public Procurement Rules;</p> <p>ii. Fails to perform his contractual obligations; and Fails to</p> <p>iii. abide by the id securing declaration;</p> <p>32.2 The show cause notice shall contain: (a) precise allegation, against the bidder or contractor; (b) the maximum period for which the Procuring Agency proposes to debar the bidder or contractor from participating in any public procurement of the Procuring Agency; and (c) the statement, if needed, about the intention of the Procuring Agency to make a request to the Authority for debarring the bidder or contractor from participating in public procurements of all the procuring agencies.</p> <p>32.3 The procuring agency shall give minimum of seven days to the bidder or contractor for submission of written reply of the show cause notice</p> <p>32.4 In case, the bidder or contractor fails to submit written reply within the requisite time, the Procuring Agency may issue notice for personal hearing to the bidder or contractor/ authorize representative of the bidder or contractor and the procuring agency shall decide the matter on the basis of available record and personal hearing, if availed.</p> <p>32.5 In case the bidder or contractor submits written reply of the show cause notice, the Procuring Agency may decide to file the matter or direct issuance of a notice to the bidder or contractor for personal hearing.</p> <p>32.6 The Procuring Agency shall give minimum of seven days to the bidder or contractor for appearance before the specified officer of the Procuring Agency for personal hearing. The specified officer shall decide the matter on the basis of the available record and personal hearing of the bidder or contractor, if availed.</p>
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	<p>32.7 The procuring Agency shall decide the matter within fifteen days from the date of personal hearing unless the personal hearing is adjourned to a next date and in such an eventuality, the period of personal hearing shall be reckoned from the last date of personal hearing.</p> <p>32.8 The Procuring Agency shall communicate to the bidder or contractor the order of debarring the bidder or contractor from participating in any public procurement with a statement that the bidder or contractor may, within thirty days, prefer a representation against the order before the Authority.</p> <p>32.9 Such blacklisting or barring action shall be communicated by the procuring agency to the Authority and respective bidder or bidders in the form of decision containing the grounds for such action. The same shall be publicized by the Authority after examining the record whether the procedure defined in blacklisting and debarment mechanism has been adhered to by the procuring agency.</p> <p>32.10 The bidder may file the review petition before the Review Petition Committee Authority within thirty days of communication of such blacklisting or barring action after depositing the prescribed fee and in accordance with "Procedure of filing and disposal of review petition under Rule-19(3) Regulations, 2021". The Committee shall evaluate the case and decide within ninety days of filing of review petition.</p> <p>32.11 The committee shall serve a notice in writing upon all respondent of the review petition. The notices shall be accompanied by the copies of review petition and all attached documents of the review petition including the decision of the procuring agency. The parties may file written statements along with essential documents in support of their contentions. The Committee may pass such order on the representation may deem fit.</p> <p>32.12 The Authority on the basis of decision made by the committee either may debar a bidder or contractor</p>
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	<p>from participating in any public procurement process of all or some of the procuring agencies for such period as the deemed appropriate or acquit the bidder from the allegations. The decision of the Authority shall be final.</p>
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## Section III. Proposal Data Sheet

<b>A. General</b>	
<b>ITC Clause Reference</b>	
<b>2.1</b>	<p><b>Name of the Procuring Agency:</b> Universal Service Fund Co.</p> <p><b>Method of selection:</b> Least Cost.</p>
<b>2.2</b>	<p><b>Financial Proposal is to be uploaded/attached on e-PADS as per the Single Stage Two Envelop Bidding Procedure</b></p> <p><b>The name of the assignment is:</b> Hiring of Consultant for Review and Revision of HR Policies and Manual of Universal Service Fund (USF)</p>
<b>2.3</b>	<b>A pre-proposal conference/meeting will be held:</b> No
<b>2.4</b>	<b>The Procuring Agency will provide the following inputs, project data, reports, etc. to facilitate the preparation of the Proposals:</b> <i>Only the existing HR manual will be provided and related information will give to the most advantageous consultant.</i>
<b>4.1</b>	N/A
<b>6.3.1</b>	<b>A list of debarred firms and individuals is available at the PPRA website:</b> <a href="https://ppra.org.pk/">https://ppra.org.pk/</a>
<b>B. Preparation of Proposals</b>	
<b>9.1</b>	<p>The <b>language of the Bid</b> is <i>English</i></p> <p>All correspondence shall be in English</p> <p>The language for translation of supporting documents and printed literature is <i>English</i></p>
<b>10.1</b>	<p><b>The Proposal shall comprise the following:</b></p> <p>Technical &amp; Financial Proposals. Details are attached in Annex A, B &amp; C along with all the FORMS in this document. All proposals shall be uploaded on e-PADS.</p>

<b>10.2</b>	<b>Statement of Undertaking is required:</b> Yes, as per annexures.
<b>11.1</b>	<b>Participation of Sub-consultants, Key Experts and Non-Key Experts in more than one Proposal is permissible:</b> N/A
<b>12.1</b>	<b>Proposals shall be valid until:</b> 180 days
<b>13.1</b>	<b>Clarifications may be requested no later than 05 days prior to the submission deadline.</b>  All clarifications shall be communicated through e-PADS.
<b>14.1.2</b> (do not use for Fixed Budget method)	N/A
<b>14.1.3</b> for time-based contracts only	N/A
<b>14.1.4 and 27.2</b> use for Fixed Budget method	NA
<b>15.2</b>	<b>The format of the Technical Proposal to be submitted is:</b>  Simplified Technical Proposal as provided in Section 3.  Submission of the Technical Proposal in a wrong format may lead to the Proposal being deemed non-responsive to the RFP requirements.
<b>16.1</b>	N/A
<b>16.2</b>	<b>A price adjustment provision applies to remuneration rates:</b> No

16.3	<p><b><i>[If there is no tax exemption in the Procuring Agency’s country, insert the following:</i></b>  <i>“Information related to tax obligations can be found on FBR website “</i></p>
16.4	<p><b>The Financial Proposal shall be stated in the</b> PKR only</p>
<p><b>C. Submission, Opening and Evaluation</b></p>	
17.1	<p><b>The Consultants shall submit their Proposals electronically and only through (e-Pak Acquisition &amp; Disposal System (EPADS)</b></p>
17.4	<p><b>The Consultant must submit:</b>                  (a) <b>Technical Proposal:</b> one (1) original                  (b) <b>Financial Proposal:</b> one (1) original.</p> <p>Applicable only after awarding of contract to the most advantageous consultant.</p>
17.7 and 17.9	<p><b>The Proposals must be submitted no later than:</b>  <b>Date:</b> 15<sup>th</sup> September 2025   <b>Time:</b> 11:00 AM</p>
19.4	<p><b>An online option of the opening of the Technical Proposals is offered:</b></p> <p>Proposal shall be opened at given location on EPADS.</p> <p>The opening shall take place at USF on 3<sup>rd</sup> floor of Evacuee Trust complex, located in Sector F-5/1. ( Office No. 310-312)</p> <p>All bids to be opened on e-PADS on <b>15<sup>th</sup> September 2025 at 11:30 am.</b></p>
19.5	<p><b>In addition, the following information will be read aloud at the opening of the Technical Proposals:</b></p> <p>Name of the consultants/firms                  Bid Security amount</p>
21.1 (for FTP)	<p>N/A</p>

<b>21.1</b> [for STP]	N/A
<b>23.1</b>	<b>An online option of the opening of the Financial Proposals is offered:</b> Yes  The consultant shall be informed prior to financial opening of bid through e-PADS.
<b>25.1</b>	For the purpose of the evaluation, the Procuring Agency will include all applicable taxes.
<b>26.1</b>	N/A
<b>27.1</b> (QCBS only)	N/A
<b>D. Negotiations and Award</b>	
<b>28.1</b>	<b>Expected date and address for contract negotiations:</b> Within 07 working days of acceptance of LOI through EPADS. The consultant, if required, shall be call upon on USF for further negotiations.
<b>30.1</b>	<b>The publication of the contract award information following the completion of the contract negotiations and contract signing will be done as following:</b> on e-PADs  The publication will be done within <b>10 days after the contract signing.</b>
<b>30.2</b>	<b>Expected date for the commencement of the Services:</b> Soon after the signing of the contract

**Section III. Technical Proposal – Standard Forms**

**CHECKLIST OF REQUIRED FORMS**

FORMS		DESCRIPTION	<i>Tick</i>
1	TECH-1	Technical Proposal Submission Form.	
2	TECH-2	Work Schedule and planning for deliverables	
3	TECH-3	Lead Consultant Resume	
4	Annex-1	Details of the Eligibility Criteria	
5	Annex-2	Details of the Evaluation Criteria	

**All pages of the original Technical and Financial Proposal shall be initialed by the same authorized representative of the Consultant who signs the Proposal.**

**Form TECH-1**

**Technical Proposal Submission Form**

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{Location, Date}

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To: *[Name and address of Procuring Agency]*

Dear Sirs:

We, the undersigned, offer to provide the consulting services for *[Insert title of assignment]* in accordance with your Request for Proposals dated *[Insert Date]* and our Proposal. *[Select appropriate wording depending on the selection method stated in the RFP: “We are hereby attaching/uploading our Proposal, which includes this Technical Proposal and a Financial Proposal on e-PADS.*

We hereby declare that:

- (a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the Procuring Agency.
- (b) Our Proposal shall be valid and remain binding upon us until *[insert day, month and year in accordance with ITC 12.1]*.
- (c) We have no conflict of interest in accordance with ITC 3.
- (d) In competing for (and, if the award is made to us, in executing) the Contract, we undertake to observe the laws against fraud and corruption, including bribery, in force in the country of the Procuring Agency.
- (e) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the assignment no later than the date indicated in Clause 30.2 of the Data Sheet.

We understand that the Procuring Agency is not bound to accept any Proposal that the Procuring Agency receives.

Yours sincerely,

Authorized Signature {In full and initials}: \_\_\_\_\_

Name and Title of Signatory: \_\_\_\_\_

Name of Consultant (company's name):

In the capacity of: \_\_\_\_\_

Address: \_\_\_\_\_

Contact information (phone and e-mail): \_\_\_\_\_

**Form TECH-2**

**WORK SCHEDULE AND PLANNING FOR DELIVERABLES**

<b>Deliverables</b>	<b>Weeks</b>												<b>TOTAL</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	
1) data collection													
2) drafting													
3) inception report													
4) incorporating comments													
5) Meeting with USF													
6) delivery of final report to Procuring Agency													



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FORM TECH-3

CURRICULUM VITAE (CV)

<b>Position Title and No.</b>	{e.g., K-1, TEAM LEADER}
<b>Name of Consultant:</b>	{Insert full name}
<b>Date of Birth:</b>	{day/month/year}
<b>Country of Citizenship/Residence</b>	

**Education:** {List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained}

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**Employment record relevant to the assignment:** {Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and relevant certifications for this project. Information that is not relevant to the assignment does not need to be included.}

<b>Period</b>	<b>Employing organization and your title/position</b>	<b>Country</b>	<b>Summary of activities performed relevant to the Assignment</b>
[e.g., May 2005-present]	[e.g., Ministry of ....., advisor/consultant to...]		

**HR Certification:**

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**Formal certification in job evaluation methodologies (e.g., Mercer IPE, Korn Ferry Hay Guide Chart–Profile Method):** \_\_\_\_\_

**Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available, as and when necessary, to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Procuring Agency.

{day/month/year}

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Name of Consultant  
Date

Signature

{day/month/year}

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Name of authorized  
Date  
Representative of the Consultant  
(the same who signs the Proposal)

Signature

**Section IV. Financial Proposal - Standard Forms**

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Financial Proposal Standard Forms shall be used for the preparation of the Financial Proposal according to the instructions provided in Section 2.

FIN-1 Financial Proposal Submission Form

FIN-2 Specimen of Financial Proposal

**FORM FIN-1**  
**Financial Proposal Submission Form**

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{Location, Date}

To: [Name and address of Procuring Agency]

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Dear Sirs:

We, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your Request for Proposal dated [Insert Date] and our Technical Proposal.

Our attached Financial Proposal is for the amount of {Indicate the corresponding to the amount(s) currency (ies)} {Insert amount(s) in words and figures}, *including all applicable taxes*.

Our Financial Proposal shall be valid and remain binding upon us, subject to the modifications resulting from Contract negotiations until *[insert day, month and year in accordance with ITC 12.1]*.

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We understand you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorized Signature {In full and initials}: \_\_\_\_\_

Name and Title of Signatory: \_\_\_\_\_

In the capacity of: \_\_\_\_\_

Address: \_\_\_\_\_

E-mail: \_\_\_\_\_

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### Form FIN-2 Financial Proposal

The Financial Proposal may include the following specimen:

Description	Total Financial Bid including all applicable taxes
Hiring of Consultant for Review and Revision of HR Policies and Manual of Universal Service Fund	

- a. A lumpsum cost shall be provided as given in the above table. **Conditional bids shall be rejected.**
- b. The proposal must remain valid for a period of 180 days after the bid submission date.
- c. Taxes will be deducted at the time of the payment as per government rules and regulations.
- d. All payments will be subject to the active taxpayer status of the service provider at the time of the release of payment.
- e. The service provider shall pay all such taxes, Stamp duty or other duties, fees, and other impositions levied under the applicable law, the amount of which is deemed to have been included in the financial bid.
- f. The bidder shall mention the amount in the financial proposal, which shall be inclusive of all applicable taxes, levies, duties, and fees as per prevailing laws.
- g. All prices shall be in Pak Rupees.

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## Section V. Eligible Countries

All the consultants are allowed to participate in the subject procurement without regard to nationality, except consultants of some nationality, prohibited in accordance with policy of the Federal Government.

Following countries are ineligible to participate in the procurement process:

1. India
2. Israel

Ministry of Interior, Government of Pakistan has notified List of Business Friendly Countries (BVL), information can be accessed through following link:

<http://www.dgip.gov.pk/Files/Visa%20Categories.aspx#L>

1. *state "none"]*

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## **Section VI. Terms of Reference**

### **Hiring of Consultant for Review and Revision of HR Policies and Manual**

#### **Universal Service Fund (USF)**

##### **1. Background**

The Universal Service Fund (USF), working under the Ministry of Information Technology & Telecommunication, Government of Pakistan, is committed to promoting digital inclusion across underserved and unserved areas of the country. As part of its organizational development and governance enhancement, USF intends to revise and update its Human Resource (HR) policies and manual to align with current labor laws, best HR practices, and organizational needs.

To achieve this objective, USF is seeking the services of a qualified and experienced HR Consulting services to carry out a comprehensive review of its existing HR framework and recommend actionable improvements.

##### **2. Objectives of the Assignment**

To review existing HR policies, procedures, and manuals currently in use at USF.

To identify gaps, outdated provisions, and inconsistencies in light of applicable laws, regulations, and best practices.

To provide recommendations for policy revisions, additions, or deletions.

To draft a revised and comprehensive HR Manual or individual policy documents aligned with USF's operational needs and legal compliance requirements.

##### **3. Scope of Work**

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The Consultant shall:

Conduct a diagnostic assessment of all current HR policies, manuals, and procedures.

Benchmark USF's policies against:

- Public sector and regulatory HR frameworks.
- National labor laws (including the latest amendments).
- Best practices from relevant sectors and international HR standards.
- Engage in consultations with key stakeholders within USF.

Recommend revisions to policies in areas including but not limited to:

- 1) Recruitment, Selection & Exit Policy
- 2) Promotion and Succession Policy
- 3) Employees Service Policy
- 4) Travel Policy
- 5) Medical Policy
- 6) Internship Program Policy, MTO and Consultancy Program Policy
- 7) Training, Development and Talent Management Policy
- 8) Employee Team Building and Engagement Policy
- 9) Employee Loan and Settlement Policy
- 10) Performance Management Policy
- 11) Compensation and Benefits Policy
- 12) Code of Conduct, Disciplinary and Grievance procedures
- 13) Diversity, Equity & Inclusion

Prepare a Revised HR Manual or individual policy documents incorporating all approved changes. Conduct a presentation of key findings and the revised manual to USF management for review and feedback.

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Submit a final version of the HR Manual or individual policy documents incorporating feedback.

#### **4. Deliverables**

- Market survey for HR best practices including compensation and benefits, training and development, promotions and succession planning.
- Inception report outlining methodology and work plan.
- Diagnostic assessment report on existing HR policies.
- Benchmarking and gap analysis report.
- Draft revised HR Manual or individual policy documents as required by the Management.
- Presentation to HR and senior management.
- Final approved HR Manual or individual policy documents in editable (MS Word) and PDF formats.

#### **5. Duration and Timeline**

The assignment is expected to be completed within 08 to 12 weeks from the date of signing the contract.

#### **6. Confidentiality**

All documents, data, and information obtained in connection with this assignment will be treated as confidential and shall not be disclosed to any third party without prior written consent of USF.

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## I. Appendices

### Appendix A – Eligibility Criteria

Consultants must give compliance with the below mentioned clauses as these are mandatory for being eligible for the bidding process:

Sr.No#	Attributes	Ref. Page no. in proposal
a.	Copy of the incorporation certificate issued from the Security and Exchange Commission of Pakistan (SECP) with a valid NTN.	
b.	Valid Registration with FBR for Income Tax purposes and with the relevant Tax/Revenue Authority for Sales Tax purposes and must be on Active Taxpayer List (ATL).	
c.	The Consultant/firm shall provide an undertaking on letterhead that the Consultant/firm has not been declared blacklisted by any Government/Semi-Government institutions at the time of bid opening.	
d.	Lead consultants of the firm should preferably hold internationally recognized HR certifications such as CIPD, SHRM and formal certification in job evaluation methodologies (e.g., Mercer/Hay). The consultant should also have prior experience working with top multinational corporations in HR roles and/or with leading global consulting firms, either as employees or as part of a project team. The CV of the lead consultant must be provided as evidence.	
e.	Consultants shall provide a list of at least one (1) clients each	

	<p>from the following sectors.</p> <ul style="list-style-type: none"> <li>• Telecom sector in Pakistan</li> <li>• Financial institutions in Pakistan</li> <li>• Government institutions in Pakistan</li> <li>• Multinational companies</li> <li>• NGO's</li> </ul> <p>Consultants are also required to submit relevant Purchase Orders/ Contracts/Satisfactory Completion Certificates as evidence.</p>	
f.	<p>Applicants are required to state, in their proposals, the name, title, contact number, and email address of the applicant's authorized representative through whom all communication shall be directed until the process has been completed or terminated.</p>	
g.	<p>A bid security in the form of a CDR/Pay Order/Demand Draft, in the name of 'Universal Service Fund', of value PKR 100,000/- (Pak Rupees One Hundred Thousand Only) must be attached on e-PADS and original bid security shall be submitted to the procuring agency anytime before the closing time of bid submission, failing which the bid shall be rejected.</p> <p><b>Please note: Original bid security is mandatory to be submitted before the closing time of bid submission. Failure</b></p>	

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	to submit will lead bid to rejection.	
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**USF shall not entertain incomplete or partial bids. Shall lead to rejection as per PPRA rules 18.**

**Any forged or false information will result in disqualification, and the bid security will be forfeited.**

### Appendix B – Evaluation Criteria

- a) USF will evaluate the proposals on the basis of their compliance with the bidding document and evaluation criteria, and the point system as specified below in Table I.
- b) A proposal shall be rejected during technical evaluation if it does not comply with the bidding document or if it fails to achieve the minimum score as indicated in Table I below:

**Table I- Evaluation Criteria**

Evaluation Criteria			
S/No	Description	Weight	Reference in Page No.
1	<b>"Firm experience" (10 Marks)</b> ≥ 10 years: 10 marks 05 – 09 years: 07 marks 03 – 05 years: 05 marks	10	

2	<p><b>"Experience of the Lead Consultant in professional practice after post qualification (Attach CV)" (35 Marks)</b></p> <p><b><u>Qualification:</u></b>  <b>Masters/equivalent or above (10 marks)</b>  <b>Below Masters (0 marks)</b></p> <p><b><u>Experience:</u></b></p> <p><b>=&gt;20 (20 marks)</b>  <b>=&gt; 10 &lt;= 19 (15 marks)</b>  <b>=&gt; 05 &lt;= 09 (10 marks)</b></p> <p><b>HR Certifications (SHRM, CIPD, etc) (5 marks)</b></p>	35	
3	<p><b>Proposed methodology and work plan (30 Marks)</b></p> <ul style="list-style-type: none"> <li>• Clarity and structure of the work plan</li> <li>• Relevance to the scope of work</li> <li>• Timeline with milestones</li> <li>• Use of tools &amp; techniques</li> <li>• Innovation &amp; adaptability</li> </ul>	30	
4	<p><b>Demonstration of ISO Certifications (Provide Evidence) ( 10 Marks)</b></p> <ul style="list-style-type: none"> <li>• ISO 9001 (5 marks)</li> <li>• ISO 30414 certification (5 marks)</li> </ul>	10	
5	<p><b>Providing HR Consultancy Globally to a limited company with at least 50 employees (Provide Evidence) ( 10 Marks)</b></p>	10	

6	Value added services (05 marks) Offers additional services like training sessions, implementation support, or post-project advisory:	05	
<b>Total Marks</b>		<b>100</b>	
<b>Minimum Score Required for Technical Qualification (70 marks)</b>			

**Appendix C – Payment Terms, Performance Guarantee & Liquidated Damages**

**Payment Terms:**

<b>Sr.#</b>	<b>Services</b>	<b>Format</b>	<b>Payment Due</b>
1	Submission of Inception Report	Electronic copy in MS Word	20%
2	Submission of Draft Report	Electronic copy in MS Word	50%
3	Submission of Final Report	Electronic copy in MS Word	30%

**Performance Guarantee:**

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- a. Performance Guarantee equivalent to ten percent [05%] in the shape of a Bank Guarantee will be mandatorily submitted by the Most Advantageous Bidder. In case of non-submission by the Most Advantageous Bidder within the stipulated time as mentioned in the Letter of Intent (LoI), USF shall proceed accordingly.
  - b. The Performance Guarantee submitted by Most Advantageous Bidder shall remain valid for a whole term of the contract from the date of signing of the contract or any other extended period, as the case may be.

**Liquidated Damages:**

In case of delays, the Liquidate Damages at the rate of 0.15% per day will be imposed. The LD shall not be more than 10% of the contract value.