

NATIONAL INSURANCE COMPANY LIMITED

(OWNED BY THE GOVERNMENT OF PAKISTAN)

CUIN # 0041095



REGISTERED ADDRESS: NICL BUILDING, ABBASI SHAHEED ROAD,
KARACHI-PAKISTAN-74400
Phone # +9221-111-642-642
Website: www.nicl.com.pk

EXPRESSION OF INTEREST (CORRIGENDUM)

Pre-qualification for HR Services (NICL/Procurement/2025/16)

1. The updated bidding documents with corrigendum for updated requirements under S No 6 under Technical Evaluation (Section – B) of 2. Eligibility Criteria have been published on PPRA website under Active Tenders (www.ppra.org.pk) and NICL website under Tenders (www.nicl.com.pk)
2. S No 1 of Mandatory Requirements (Section – A) of 2. Eligibility Criteria may be read as the following,

'The applicant must have a registered office in Karachi, Lahore or Islamabad/Rawalpindi'

3. Extension in bid submission deadline and bid opening as stated below,

Bid Submission Deadline	Bid Opening Schedule
24 th April 2025 2:30 pm	24 th April 2025 3:00 pm

Bidders must have a registered Office in Karachi, Lahore or Islamabad/Rawalpindi

Manager

Procurement Department

5th Floor, Left Wing, NICL Building,
Abbasi Shaheed Road
Karachi, Pakistan

Corrigendum

The updated details for S No 6 under Technical Evaluation (Section-B) of 2. Eligibility Criteria are stated below (previous details mentioned in bidding documents for this matter may be considered as cancelled)

	<p>Team composition and Qualifications.</p> <p>This criterion evaluates the qualifications and relevant experience of the team leads proposed for the assignment, across key HR functions. Marks are awarded based on the average relevant experience of these team leads. The firm's proposal must include a clear list of team leads and their assigned functions.</p> <p>Average Relevant Experience of Team Leads (Years)</p> <p>a. Managerial</p> <table><tr><td>a.</td><td>Equal to or above 08 Years</td><td>10 Marks</td></tr><tr><td>b.</td><td>Equal to or above 06 Years but Less than 08 Years</td><td>08 Marks</td></tr><tr><td>c.</td><td>Equal to or above 04 Years but Less than 06 Years</td><td>06 Marks</td></tr><tr><td>d.</td><td>Equal to or above 02 Years but Less than 04 Years</td><td>04 Marks</td></tr><tr><td>e.</td><td>Less than 2 Years</td><td>02 Marks</td></tr></table> <p>b. Technical</p> <table><tr><td>a.</td><td>Equal to or above 08 Years</td><td>10 Marks</td></tr><tr><td>b.</td><td>Equal to or above 06 Years but Less than 08 Years</td><td>08 Marks</td></tr><tr><td>c.</td><td>Equal to or above 04 Years but Less than 06 Years</td><td>06 Marks</td></tr><tr><td>d.</td><td>Equal to or above 02 Years but Less than 04 Years</td><td>04 Marks</td></tr><tr><td>e.</td><td>Less than 2 Years</td><td>02 Marks</td></tr></table> <ul style="list-style-type: none">• <i>Firms must submit a detailed table listing team leads for each function, their roles, qualifications, and years of relevant experience.</i>• <i>Supporting evidence, such as CVs and experience letters, must be provided.</i>	a.	Equal to or above 08 Years	10 Marks	b.	Equal to or above 06 Years but Less than 08 Years	08 Marks	c.	Equal to or above 04 Years but Less than 06 Years	06 Marks	d.	Equal to or above 02 Years but Less than 04 Years	04 Marks	e.	Less than 2 Years	02 Marks	a.	Equal to or above 08 Years	10 Marks	b.	Equal to or above 06 Years but Less than 08 Years	08 Marks	c.	Equal to or above 04 Years but Less than 06 Years	06 Marks	d.	Equal to or above 02 Years but Less than 04 Years	04 Marks	e.	Less than 2 Years	02 Marks	
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1. Scope of Services

NICL will prequalify service providers from among those who have submitted their bids in accordance with the requirements of NICL to provide the services described under scope of services. The pre-qualified service providers shall be offered the chance to submit their bids, including financials, on an as and when required basis, and shall be awarded accordingly based on the requirements for request for a quote. NICL is bound to inform all bidders regarding the outcome/result of the bidding process. NICL shall reject any bid in case of non-compliance with the requirements.

The scope of work for the selected service providers will include, but shall not be limited to, the following tasks:

Organizational Assessment

- HR Audit: Conduct a thorough audit of the current HR practices, policies, and procedures.
- Gap Analysis: Identify gaps between current practices and industry standards or legal requirements.
- Stakeholder Interviews: Engage with key stakeholders to understand their expectations and the challenges faced by the HR department.

Policy and Procedure Development

- Policy Framework: Develop a robust policy framework that aligns with NICL's strategic goals and complies with legal requirements.
- Procedure Manuals: Create detailed manuals for each HR function, providing step-by-step guidance on implementation.
- Compliance Review: Ensure all policies and procedures meet regulatory and legal standards.

Performance Management

- System Design: Design a performance management system that includes performance appraisal tools, KPIs, and feedback mechanisms.
- Implementation Plan: Develop a plan for the rollout of the performance management system, including timelines and resources needed.
- Training: Provide training to managers and employees on the new performance management system.

Recruitment and Hiring Services

- The HR consultant will provide comprehensive recruitment and hiring services to assist the NICL in finding and hiring qualified candidates for open positions within the organization.



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Job Analysis and Requirement Gathering

- Conduct job analysis to understand the roles, responsibilities, and qualifications required for each open position.
- Collaborate with the NICL's hiring managers to gather detailed job descriptions, desired skills, and experience levels.

Sourcing and Candidate Attraction

- Develop and implement a targeted sourcing strategy to attract qualified candidates.
- Leverage various sourcing channels, including job boards, social media platforms, professional networks, and employee referrals.
- Promote the NICL's employer brand and career opportunities through effective marketing and outreach initiatives.

Candidate Screening and Selection:

- Conduct initial screening of resumes and applications to identify candidates who meet the minimum criteria.
- Facilitate pre-employment assessments, such as skills tests, personality assessments, or other relevant evaluations.
- Conduct preliminary interviews (phone or video) to assess candidates' qualifications, experience, and cultural fit.
- Provide shortlists of qualified candidates to the NICL's hiring managers for further evaluation and interviews.

Interview Support

- Assist in the development of interview questions and evaluation criteria aligned with the job requirements.
- Coordinate and schedule interviews with shortlisted candidates and the NICL's hiring team.
- Provide guidance and training to the NICL's interviewers on effective interviewing techniques and best practices.

Offer Negotiation and Onboarding

- Facilitate offer negotiations with selected candidates.
- Conduct reference and background checks as per the NICL's policies and requirements.
- Support the NICL's onboarding process for new hires, ensuring a smooth transition into their roles.
- Analyze recruitment data and provide insights and recommendations for continuous improvement.



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Compliance and Legal Requirements

- Ensure adherence to all applicable employment laws, regulations, and the NICL's policies throughout the recruitment and hiring process.
- Maintain confidentiality and protect sensitive candidate and NICL information.

Additional Services (if applicable)

- Specify any additional services required, such as employer branding initiatives, talent acquisition strategy development, or recruitment process optimization.

Assist in the development of employee career development programs

- Work with NICL to assess the organization's talent management needs and identify opportunities for employee growth and advancement.
- Conduct gap analysis to identify the skills, knowledge, and competencies required for employees' career progression, and design training programs to bridge any gaps between current capabilities and desired future roles.
- Design or enhance employee mentoring and job shadowing programs to support the development of existing employees.
- Implement or refine succession planning strategies to identify and develop internal candidates for key leadership and critical roles.
- Provide recommendations and support on job rotation, job enrichment, and other career development initiatives to retain and motivate top talent.

Recommendations and implementation support on employee engagement and retention strategies

- Develop employee recognition and reward programs to enhance motivation and job satisfaction.
- Recommend and assist with implementing strategies to improve communication and a positive organizational culture to enhance employee engagement and retention.
- Design and administer employee feedback mechanisms, such as surveys and focus groups, to gather insights and address employee concerns.

Compensation and Benefits

- Market Analysis: Perform a market analysis to benchmark NICL's compensation and benefits.
- Salary Structure: Develop a salary structure that is competitive and equitable.
- Incentive Programs: Design incentive programs that drive performance and align with NICL's financial capabilities.



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Training and Development

- Needs Assessment: Conduct training needs assessment to identify skill gaps and development opportunities.
- Training Curriculum: Develop a training curriculum that addresses identified needs and supports NICL's strategic objectives.
- Evaluation Metrics: Establish metrics to evaluate the effectiveness of training programs.

Legal and Regulatory Compliance

- Legal Audit: Conduct an audit to ensure all HR practices are following labor laws and regulations.
- Policy Updates: Regularly update HR policies to reflect changes in legislation.
- Compliance Training: Train HR staff in compliance with requirements and best practices.

Change Management

- Change Strategy: Develop a change management strategy to facilitate the adoption of new HR practices.
- Communication Plan: Create a communication plan that ensures all employees are informed and engaged during the change process.
- Monitoring and Adjustment: Monitor the implementation of changes and make necessary adjustments based on feedback.

Employee Mapping Exercise

- Consultants will objectively map the specifications of existing officers against job specifications to ensure suitable role assignments within the organization. Data collection will be carried out to capture officers' personal details, qualifications, work experience, training history, and skill sets. Selected assessment interventions may be conducted to assess soft skills match. An implementation plan will be shared for smooth execution of recommendations.

Reporting and Documentation

- Progress Reports: Provide regular progress reports to NICL management.
- Final Report: Deliver a comprehensive final report upon project completion, summarizing activities, outcomes, and recommendations.
- Documentation: Ensure all processes and changes are well-documented for future reference. The HR consultant will need to work closely with NICL's internal teams to ensure that the SOW is executed effectively, with a focus on enhancing the overall efficiency and effectiveness of the HR department. The consultant should also be prepared to provide ongoing support and advice following the



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implementation of the project to ensure long-term success and sustainability of the HR initiatives.

Data Archiving and Record Keeping

- Assisting in the development and implementation of effective data archiving and record-keeping mechanisms to ensure the proper storage, organization, and retrieval of HR related information.

Note

The scope of services is not limited to the tasks mentioned above and any other HR related services when required by the NICL will also be deemed as integral part of the bidding document.

2. Eligibility Criteria

Mandatory Requirements (Section – A)

S No	Requirement
1.	The applicant must accept all requirements and terms and conditions <i>(Attach signed and stamped copy of these bidding documents with Annexure A and Annexure B filled with details)</i>
2.	The applicant must have a registered office in Karachi, Lahore of Islamabad/Rawalpindi <i>(Attach copies of ownership documents/tenancy agreement/last paid utility bill clearly mentioning company name/any other documentary evidence issued by an authority in Pakistan)</i>
3.	The applicant must possess experience of at least 5 years (on date of bid opening) <i>(Attach copy of letter of incorporation/registration certificate/any documentary evidence showing date of registration of the firm)</i>
4.	The applicant must be registered with respective tax authorities <i>(Attach NTN/Services Tax certificate for respective provincial tax authority)</i>
5.	The applicant must be an Active Taxpayer with respective tax authority <i>(Attach Active Taxpayer status report generated from respective tax authority website on any date after publication of tender by NICL)</i>
6.	The applicant must not be on the Active Blacklisted Firms on PPRA Website <i>(Attach affidavit as undertaking)</i>



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Technical Evaluation (Section – B)

S No	Description	Maximum Marks															
1.	<p>Total Experience</p> <p>Pakistani Registered Firms/Vendors with presence in Pakistan</p> <table><tr><td>a.</td><td>Equal to or Above 20 Years</td><td>15 Marks</td></tr><tr><td>b.</td><td>Equal to or Above 15 Years but Less than 20 Years</td><td>10 Marks</td></tr><tr><td>c.</td><td>Equal to or Above 10 Years but Less than 15 Years</td><td>8 Marks</td></tr><tr><td>d.</td><td>Equal to or Above 5 Years but Less than 10 Years</td><td>05 Marks</td></tr><tr><td>e.</td><td>Less than 5 Years</td><td>00 Marks</td></tr></table> <p><i>(Attach copy of letter of incorporation/registration certificate/any documentary evidence showing date of registration of the firm)</i></p>	a.	Equal to or Above 20 Years	15 Marks	b.	Equal to or Above 15 Years but Less than 20 Years	10 Marks	c.	Equal to or Above 10 Years but Less than 15 Years	8 Marks	d.	Equal to or Above 5 Years but Less than 10 Years	05 Marks	e.	Less than 5 Years	00 Marks	15
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e.	Less than 5 Years	00 Marks															
2.	<p>Total Experience in providing similar services</p> <table><tr><td>a.</td><td>Equal to or above 15 Years</td><td>15 Marks</td></tr><tr><td>b.</td><td>Equal to or above 10 Years but Less than 15 Years</td><td>10 Marks</td></tr><tr><td>c.</td><td>Equal to or above 5 Years but Less than 10 Years</td><td>05 Marks</td></tr><tr><td>d.</td><td>Equal to or above 2 Years but Less than 05 Years</td><td>02 Marks</td></tr><tr><td>d.</td><td>Less than 2 Years</td><td>00 Marks</td></tr></table> <p><i>(Attach copy of first work order/agreement/any documentary evidence for provision of 1st similar services to clients in Pakistan)</i></p>	a.	Equal to or above 15 Years	15 Marks	b.	Equal to or above 10 Years but Less than 15 Years	10 Marks	c.	Equal to or above 5 Years but Less than 10 Years	05 Marks	d.	Equal to or above 2 Years but Less than 05 Years	02 Marks	d.	Less than 2 Years	00 Marks	15
a.	Equal to or above 15 Years	15 Marks															
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d.	Equal to or above 2 Years but Less than 05 Years	02 Marks															
d.	Less than 2 Years	00 Marks															
3.	<p>Relevant Expertise in HR Transformation/Consultancy</p> <p>Successful HR transformation projects for large organizations</p> <table><tr><td>a.</td><td>Equal to or Above 10 projects</td><td>15 Marks</td></tr><tr><td>b.</td><td>Equal to or Above 05 projects</td><td>10 Marks</td></tr><tr><td>c.</td><td>Equal to or Above 03 projects</td><td>05 Marks</td></tr></table> <p><i>(Attach work orders/copies of contracts/any documentary evidence provided to clients in Pakistan)</i></p>	a.	Equal to or Above 10 projects	15 Marks	b.	Equal to or Above 05 projects	10 Marks	c.	Equal to or Above 03 projects	05 Marks	15						
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4.	Type of clients with contracts/projects of similar nature <ul style="list-style-type: none"> a. Both Public and Private Sector 15 Marks b. Public Sector 10 Marks c. Private Sector 05 Marks <p>(Attach copies of work orders/contracts/emails for award of similar services by clients in Pakistan)</p>	15
5.	Total Revenue in the last three years <ul style="list-style-type: none"> a. Equal to or Above 200 million 20 Marks a. Equal to or Above 150 million 15 Marks b. Equal to or Above 100 million 10 Marks Equal to or Above 50 million 05 Marks b. Less than 50 million 00 Marks <p>(Attached copies of audited financial reports/bank statements/tax returns for the last three years, as per years available)</p>	20
6.	Team Experience <ul style="list-style-type: none"> a. Managerial <ul style="list-style-type: none"> a. Equal to or above 08 Years 10 Marks b. Equal to or above 06 Years but Less than 08 Years 08 Marks c. Equal to or above 04 Years but Less than 06 Years 06 Marks d. Equal to or above 02 Years but Less than 04 Years 04 Marks e. Less than 2 Years 02 Marks b. Technical <ul style="list-style-type: none"> a. Equal to or above 08 Years 10 Marks b. Equal to or above 06 Years but Less than 08 Years 08 Marks c. Equal to or above 04 Years but Less than 06 Years 06 Marks d. Equal to or above 02 Years but Less than 04 Years 04 Marks e. Less than 2 Years 02 Marks <p>(Attach copies of updated Resume/CV of each resource)</p>	20
TOTAL		100



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Note:

If marks obtained are less than 60, the bid shall be considered as disqualified.

3. Bidding Procedure (Single Stage - Single Envelope)

- a. The bidding process shall be conducted following the Single Stage – Single envelope procedure as per PPRA Rules with bids to be submitted in Single Sealed envelope in tender box outside office of Manager Procurement Department at address mentioned below by **18th April 2025 11:00 am** with bid opening to be conducted on same day at **11:30 am**
- b. Bid Evaluation shall be conducted for all applications as per requirements of the bidding documents with bid evaluation report to be published on PPRA website with notification to all applicants via email by procurement department. All applicants who qualify shall be shortlisted and accepted as approved service providers for a contract period of 3 years through open framework agreements with assignments on an as and when needed basis through quotes/bids based on scope of services mentioned in agreements.

4. Bidding Schedule

Bid Submission Deadline	Bid Opening Schedule	Pre-Bid Meeting
18 th April 2025 11:00 am	18 th April 2025 11:30 am	10 th April 2025 11:30 am

5. Bid Validity

- a. All applications and related information submitted must be valid for a period of **90** days from the date of opening of the bid to allow NICL to evaluate and seek approval of shortlisting of the qualified applicants.

6. Award of Contract

- a. Qualified applicants shall be communicated in writing with the issuance of a letter of appointment which must be acknowledged within 7 days of issuance.
- b. Open Framework Agreements for a period of 3 years shall be signed with all service providers who accept the letters of appointment issued by NICL within the stated deadline.

7. Instructions/General Terms and Conditions

- a. Joint Venture is not allowed and only one firm may submit each bid.
- b. Applications/Bids must be submitted in sealed envelopes and dropped into the tender box outside the office of Manager Procurement.



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- c. NICL may reject/disqualify any application if it finds at any time that the information submitted was false, fake and materially inaccurate as per Rule 33 of the PPRA Rules, 2004.
- d. In case of any clarifications or concerns, the bidders may submit these via email to **procurement@nicl.com.pk** by **16th April 2025 5:00 pm**
- e. NICL is the originator of these bidding documents, any clarification or interpretation communicated by NICL, whether in response to a query or otherwise, shall be deemed final, conclusive and will remain unquestioned.

Manager

Procurement Department

5th Floor, Left Wing, NICL Building,
Abassi Shaheed Road,
Karachi, Pakistan



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Annexure A - Bid Submission Form

Date:

To,

Manager (Procurement)
National Insurance Company Limited
NICL Building,
Abassi Shaheed Road, 74400,
Karachi, Pakistan

Dear Sir,

1. I / we, the undersigned, being duly authorized to represent and act on behalf of

(hereinafter “the Applicant”) have reviewed and fully understood all the clauses of the bidding documents provided by NICL.

2. NICL and its authorized representatives are hereby authorized to conduct any inquiries or investigations to verify the statements, documents, and information submitted in connection with this application, and to seek clarification from our bankers and clients regarding any financial and technical aspects.

3. NICL and its authorized representatives may contact the following persons for further information, including General and Managerial Inquiries, Personnel Inquiries, Technical Inquiries, Financial Inquiries, when needed.

S #	Name and Designation	Contact Details (Phone and email address)
1.		
2.		

Name, Designation and Signature

Company Stamp



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Annexure B - Bid Securing Declaration Form

Date:

To,

Chief Manager (Procurement)
National Insurance Company Limited
NICL Building,
Abassi Shaheed Road, 74400,
Karachi, Pakistan

Dear Sir,

It is understood and accepted that the firm shall be blacklisted and debarred for participation in the respective category of public procurement for a period of 6 months in the case of applicability of any of the following conditions,

1. Withdrawal of the application before the validity period of 90 days or,
2. Failure to accept the letter of enlistment within the stipulated time mentioned by NICL at time of issuance and signing an open framework agreement with NICL if qualified for shortlisting after completion of the bidding process.

It is also understood and accepted that the bid securing declaration form shall cease to be valid if,

1. Bidder does not qualify for shortlisting/enlistment after the completion of bidding process or,
2. The bidding process is cancelled by NICL as per PPRA Rules or,
3. The expiry of bid validity period or any extension thereof

Name, Designation and Signature

Company Stamp