



Ministry of Information Technology & Telecom
Government of Pakistan



REQUEST FOR PROPOSAL

Provision of Services for “Development of HR Manual”

No.: IGNITE/HRM/2017-18/0019/Proc

Date of Issue: 5th June, 2018

IGNITE (Formerly National ICT R&D Fund)

Ministry of Information Technology & Telecom

Government of Pakistan

**IGNITE National Fund, 6th Floor, HBL Tower, Jinnah Avenue, Blue
Area, Islamabad**

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**PART A – DEFINITIONS, INSTRUCTIONS &
INFORMATION FOR BIDDERS**

1 Mandatory Eligibility Criteria Checklist

Before the bidders submit their proposals within the stipulated time mentioned in this Request for Proposal document, bidders are required to make sure that following mandatory requirements of this RFP document are fulfilled These requirements must be furnished at the time of submission of Proposal. Non-submission of any one of the following applicable requirements shall result in disqualification:

#	Mandatory Eligibility Criteria Checklist	Mark <input checked="" type="checkbox"/> / <input type="checkbox"/>
1.	Proof of Certificate of Incorporation or Registration or equivalent	
2.	Proof of NTN Certificate (If Applicable, please check <input checked="" type="checkbox"/> , otherwise put a Cross <input type="checkbox"/> in the Mark Column)	
3.	Proof of GST Certificate (If Applicable, please check <input checked="" type="checkbox"/> , otherwise put a Cross <input type="checkbox"/> in the Mark Column)	
4.	Proof of FTN certificate /Tax exemption certificate (<i>for public sector entity</i>),(If applicable, please check <input checked="" type="checkbox"/> , otherwise put a Cross <input type="checkbox"/> in the Mark Column).	
5.	Original affidavit (not older than one month) on Stamp Paper(s) of worth Rs.100 or more that Bidder is not insolvent, bankrupt and is not blacklisted or debarred by PPRA, Government, Semi-Government, Private, Autonomous body or any other international organization.	
6.	Original affidavit (not older than one month) on Stamp Paper(s) of worth Rs.100 or more that the bidder is an active tax payer and has submitted its tax return for the preceding fiscal year. Tax payer list serial number (downloadable from FBR’s website) is also to be mentioned.	
7.	<u>Two separately sealed envelopes:</u> <u>Envelope #1 shall clearly bear the name “Technical Proposal for Provision of Services for “Development of HR Manual”</u>	

	<p>Two hard copies of Technical Proposal, one marked as Original and one marked as Copy* must be submitted with one soft Copy in Flash Disk. Bidders are to make sure that Financial Proposal is not part of the Technical Proposal in any form.</p> <p>*Additional hard copy of Technical proposal is not a mandatory requirement.</p>	
8.	<p><u>Envelope #2 shall clearly bear the name “Financial Proposal for Provision of Services of “Development of HR Manual”</u></p> <p>Financial Proposal must be submitted in one hard copy and one soft copy Flash Disk in MS Excel format. (The hard copy or soft copy of financial proposal must be sealed in Envelope # 2 and should not be part of technical proposal in any form).</p>	

Note: Bidders are required to submit the *filled, signed & stamped copy of the above checklist* along with the proposal.

2 Definitions

This is Request for Proposal, unless the context provides otherwise:

- a. **“Agreement”** means “an agreement concluded between Company and the Successful Bidder”. (See Annexure B).
- b. **“Board”** means the Board of Directors of the Ignite (formerly known as National ICT R&D Fund Company).
- c. **“Bidder”** means “any company/firm who has responded to this RFP by submitting a formal proposal/bid.
- d. **“Company”** means Ignite (formerly known as National ICT R&D Fund Company) registered under Section 42 of the Companies Ordinance, 1984, with its office at 6th Floor, HBL Tower, Jinnah Avenue, Blue Area, Islamabad, Pakistan.”
- e. **“Consortium”** means an association of more than one legal entities, which have come together to jointly respond to the RFP.
- f. **“Date of Issue”** means “the date on which this RFP is issued by Company to solicit bids from potential bidders for Organizational Transformation.”
- g. **“Day”** means calendar day.
- h. **“Joint Venture (JV)”** means an enterprise formed by two or more individuals or companies for the purpose of submitting the bid. All members of a consortium/joint venture (i.e., the leader and all other members) are jointly and severally liable to the Contracting Authority.
- i. **“Lead Bidder/Partner”** is the lead entity, in case of consortium, joint venture (JV) or partnership who is principally participating in submission of the proposal and should submit a letter of intent for purpose of identification.
- j. **“Regular Staff”** means “permanent/full time staff employed by the successful bidder to perform the services or any part thereof”.
- k. **“Request for Proposal (RFP)”** means set of documents prepared by the Ignite (formerly known as National ICT R&D Fund Company), to solicit proposal, which consists of definition, instructions for bidders, ToR, evaluation criteria, forms for providing information and draft contract.
- l. **“SRO”** means Statutory Regulatory Order (SRO) 1017(1)/2006 which defines “The Research and Development Rules, 2006” under which the Company was formed

- m. **“Scope of Work”** means “the description of formal work activities under this RFP to be completed by the Successful Bidder in accordance with the Contract signed between Successful Bidder and the Company.”
- n. **“Successful Bidder”** means “a bidder who has been awarded the contract pursuant to this RFP and who shall be responsible to complete assignments as enlisted in the Scope of Work and further quantified under the Scope of Work”.
- o. **“Terms of Reference”** (ToR) means that part of Bidding Document which explains the scope of work, activities, tasks to be performed, evaluation criteria, respective responsibilities of the bidder as well as expected results and deliverables of the assignment.

IGNITE formerly known as National ICT R&D Fund (**The Company**)

Ignite formerly known as National ICT R&D Fund (The Company) has been incorporated with the Securities and Exchange Commission of Pakistan (SECP) under Section 42 of the Companies Ordinance, 1984 by the Ministry of IT & Telecom, Government of Pakistan (hereinafter referred to as the “Company” and/or “ICT R&D Fund”). The Company is mandated to fund research and development in Information and Communication Technology (ICT) with the vision to transform Pakistan’s economy into knowledge-based economy by promoting efficient, sustainable and effective ICT initiatives through synergic development of industrial and academic resources. More details about the Company are available at <http://www.ignite.org.pk>

3 Instructions for Bidders

This document contains all the information pertinent to our solicitation, and governs the preparation and submission of proposals. The technical & financial forms to be filled by bidder for the assignment are annexed with this RFP document. Proposals must be submitted by the deadline, completed on the formats provided by the Company, with supporting documents, according to the guidelines given in the document titled **Instructions & Information for Bidders**. The proposals will be evaluated by a Bid Evaluation Committee (BEC) constituted by the company. The selection of bidders will be on quality and cost-based selection methodology as provided in the bidding document.

4 Solicitation Document

4.1 Contents

The bidder is expected to examine all instructions, general conditions, forms, terms and specifications contained in the RFP document and its annexures. Failure to comply with instructions will be at the bidder's risk and may affect the evaluation of the proposal. Proposals that do not comprehensively address the scope of work/ToR and requirements may be rejected. Inability to comply with the corresponding instructions, general conditions of contract, terms and specifications may lead to rejection of proposal.

In the event of non-compliance with the ToR of the RFP document and obligations contained in the agreement, the Company may terminate the agreement by providing 02 month written notice to the successful bidder without any further obligation or compensation on the part of the Company.

5 Preparation of Proposal

5.1 Language of the Proposal

The proposals prepared by the bidders and all correspondence and documents relating to the proposal exchanged between the bidders and the Company shall be in writing and in English Language.

5.2 Proposal Currency

All prices shall be quoted in Pak Rupees (PKR) and all payments will be made in PKR.

5.3 Period of Validity of Proposal

Proposals shall remain valid for 90 days from the date of advertisement as provided in the RFP document. In exceptional circumstances, Company may solicit the bidder's consent to an extension of the period of validity without any material changes in the bidding document.

5.4 Supporting Documents

While preparing the Technical Proposal, the bidding firm shall ensure that it provides the Company with documentary evidence. Since the evaluation committee will evaluate the bids solely on the basis of the documentary evidence submitted in accordance with the technical evaluation criteria.

5.5 Cost of Preparing Proposal

The costs of preparing the proposal and of negotiating any subsequent funding, including visits for discussion with the Company are not reimbursable.

5.6 Proposal Documents

The bidding document in binder form with serial number of each page should comprise the following:

Technical Proposal

The Technical Proposal is to consist of the following:

- a) **Checklist** (Mandatory Documents required with the Proposal) – Page 2
- b) Technical Proposal Submission *Form B1*
- c) Firms/Bidders Profile - *Form B2*
- d) Relevant Experience of the Firm/Bidder - *Form B3*
- e) General Experience of the Firm - *Form B4*
- f) Description of Methodology and Work Plan - *Form B5*
- g) Qualification and Competence of Proposed Team– *Form B6*
- h) Members of the project Team (Summary) – *Form B7*
- i) Roles and Responsibilities of Consortium/JV Partners/Partnership – *Form B08 (if applicable)*

Technical Proposal should detail the capability and experience of delivering the services specified in the ToR. Bidder should submit details of maximum five of their most relevant/similar nature assignments for technical evaluation using the prescribed format. Assignments submitted beyond the given number will not be considered.

Team structure proposed by the Bidder for the project (including updated CVs of individuals involved in management and project implementation) in accordance with relevant *Forms*. CVs should provide details of projects undertaken and completed by the individual.

Technical proposal should not contain any financial information. Cost and financial estimates need to be provided in a separate sealed envelope clearly indicating Financial Proposal.

Financial Proposal

5.7 Taxes

The quoted costs should be inclusive of all applicable (direct & indirect) taxes. The financial bid will be scored based upon the bid amount inclusive of all taxes.

5.8 Format and signing of proposal

The proposal shall contain no interlineations, erasures, or overwriting, except, as necessary to correct errors made by the bidder, in which case such corrections shall be initialed by bidder's authorized person. The proposals shall be clear and elaborate.

Different parts of the proposals shall be separated using color separators, flags or tags.

Note: *The technical proposal must not contain any pricing information whatsoever on the services being offered. Non-compliance may lead to rejection of the proposal.*

6 Submission, Receipt, and Opening of Proposal

- 6.1 Proposals will be accepted and evaluated using One Stage, Two Envelope Procedure. (Separate sealed envelopes of technical and financial proposals)- Annexure-A.
- 6.2 The original proposal shall contain no interlineations or overwriting. All pages of the proposals (Technical & Financial) must be numbered. Submission letters for both Technical and Financial Proposals should respectively be in the attached format (Form B1 & C1) in separate envelopes.
- 6.3 The bidder's Organization Head or an authorized representative on his/her behalf shall initial and stamp all pages of the original Technical and Financial Proposals. In case of latter, an authorization shall be provided which shall be in the form of a written power of attorney accompanying the Proposal or in any other form demonstrating that the representative has been duly authorized to sign.
- 6.4 Hard copies of the Technical Proposal shall be sent to the addresses referred in the document. All required copies of the Technical Proposal are to be made from the original. If there are discrepancies between the original and the copies of the Technical Proposal, the original governs.
- 6.5 Bidder is required to submit **one original and one hard copy of Technical Proposal along with all supporting documents.**
- 6.6 One **flash disk** containing an electronic copy (labelled 'Electronic Copy') of all proposal documents in PDF format (**excluding the Financial Proposal**) must be provided with the Technical Proposal. In the event of any discrepancy between the Original Proposal and the Electronic Copy, the former shall be deemed as the accurate proposal. In the event of copying the financial proposal in the flash disk containing Technical Proposal would subject to rejection of proposal.

6.7 The Technical Proposal shall be placed in a sealed envelope clearly marked **“TECHNICAL PROPOSAL”**. Similarly, the Financial Proposals shall be placed in separate sealed envelopes clearly marked **“FINANCIAL PROPOSAL”** followed by the name of the assignment **“Provision for Services for “Development of HR Manual”** with a warning **“DO NOT OPEN WITH THE TECHNICAL PROPOSAL”**. The envelopes containing the Technical and Financial Proposals shall be placed into an outer envelope and sealed. This outer envelope shall bear the submission address and title of the assignment mentioned in this document and clearly marked **“DO NOT OPEN BEFORE SUBMISSION DEADLINE”**. Ignite formerly known as National ICT R&D Fund (The Company) shall not be responsible for misplacement, losing or premature opening if the outer envelope is not sealed and / or marked as stipulated. This circumstance may be case for Proposal rejection. If the Financial Proposals are not submitted in separate sealed envelopes duly marked as indicated above, this will constitute grounds for declaring the Proposals ineligible.

6.8 The Proposal must be sent to the following address and received by the Company not later than the time and the date indicated in RFP document:

Title/Position:	Manager Procurement
Telephone:	+92-51-921 5360-5 Ext. 135
Cell:	+92-306-199-1234
Facsimile:	+92-51-921-5366
Email address:	procurement@ignite.org.pk
Official Postal address:	Ignite (formerly known as National ICT R&D Fund) 6th Floor, HBL Tower, Jinnah Avenue, Blue Area Islamabad, Pakistan

- 6.9** Bidders must submit their response to the Company by registered post/ courier or by hand to the official postal address of the Company before or on submission deadline mentioned in the RFP document.
- 6.10** Any proposal received by the Company after the deadline for submission shall be returned unopened.
- 6.11** Company reserves the right to accept or reject all of the proposals submitted at any time in accordance with applicable PPRA rules.
- 6.12** Company shall open the Technical Proposal thirty minutes after the submission deadline. The envelopes with the Financial Proposal shall remain sealed and securely stored in the custody of Company.

6.13 Key Activities & Timeline

The tentative timeline set out herein represent the Company’s best estimate of the schedule that will be followed. If a component of this schedule, such as the opening date, is delayed, the rest of the schedule will be shifted by the same number of days. The approximate contract schedule is as follows:

#	ACTIVITY	TIMELINE
1	RFP Issuance	5 th June, 2018
2	Deadline for receiving queries / questions	13 th June, 2018
3	Response to queries/questions related to RFP	20 th June, 2018
4	Proposal Submission Deadline	22 nd June, 2018 03:00 pm

5	Opening of Technical Proposals (in front of bidders present at 6 th Floor, HBL Tower, Jinnah Avenue, Blue Area, Islamabad)	22 nd June, 2018 03:30 pm
6	Opening of Financial Proposals (in front of bidders present at 6 th Floor, HBL Tower, Jinnah Avenue, Blue Area, Islamabad)	5 th July, 2018
7	Award of Contract	TBD

7 Proposal Evaluation

- 7.1** From the time the Proposals are opened to the time evaluation report is announced, the bidders should not contact the Company on any matter related to its Technical and/or Financial Proposal. Any effort by the bidder to influence the Company in the examination, evaluation, ranking of Proposals, and recommendation for award of Agreement may result in the rejection of the bidder's Proposal. However, the Company may contact the bidder for seeking clarification of any aspect of technical proposal or demand any missing information.
- 7.2** Evaluators of Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded.
- 7.3** Overall evaluation shall be carried out based on weighted average methodology wherein technical evaluation will carry 70% and financial evaluation will carry 30% weightage respectively.

8 Evaluation of Technical Proposals

- 8.1** During the technical evaluation no amendments in the proposals shall be permitted. The evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria and point system specified in the RFP document. 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 and particularly the eligibility criteria or if it fails to achieve the minimum qualifying technical score indicated in the RFP document. The Bidders who obtain at least 56 out of 80 marks in technical evaluation criteria will qualify and financial proposals would be opened only for technically qualified Bidders.
- 8.2** Financial proposals of those Bidders obtaining less than 56 marks out of 80 in Technical Evaluation shall remain un-opened and will be returned to the Bidders. An evaluation committee appointed by the Company will evaluate the technical proposals on the basis of their compliance with the RFP and by applying the evaluation criteria and the point system, specified below:

#	Technical Evaluation Criteria	Total Marks	Sub Marks
a.	Firm/Bidder Profile (Registered age, Location, Number of Employees and Financial position) – (Form B2) <ol style="list-style-type: none"> 1. Registered Age, Number of Employees, Brand equity/Goodwill 2. Financial Position 	15	 10 5
b.	Firm’s competence and experience in completing projects of a similar nature in a timely and efficient manner. <ol style="list-style-type: none"> i. Relevant Experience of the firm (Form B3) ii. General Experience of the firm (Form B4) 	30	 25 5
c.	Competence/experience of the project team (Form B6 & B7) <ol style="list-style-type: none"> i. Qualification of proposed team ii. Experience in handling projects of similar nature 	15	 07 08
d.	Understanding of the Organization & Assignment (Form B8)		
e.	Proposed Methodology & Work plan (Form B5)	20	20
	Total Marks	80	
	Minimum Qualification Marks Required	56	

Note: *It is the responsibility of the bidders to ensure provision of sufficient documents to the company, along with the proposal, to evaluate the bids solely on the basis of the documentation submitted.*

9 Financial Proposals

- 9.1** After the evaluation and approval of technical proposal, the Company shall inform the bidders, who have submitted proposals, the technical scores obtained by their Technical Proposal and shall notify those whose Proposal did not meet the minimum qualifying score or were considered non-responsive, that their Financial Proposals will be returned unopened after completing the selection process. The Company shall simultaneously notify in writing bidders that have secured the minimum qualifying technical score, the date, time and location for opening the Financial Proposals, within the bid validity period. Bidder's attendance at the opening of Financial Proposals is optional. The opening date shall be set so as to allow interested bidder sufficient time to make arrangements for attending the Financial opening.
- 9.2** Before opening of financial bid, technical score of qualified bidder shall be read aloud during financial bid opening session.
- 9.3** The Evaluation Committee will correct any computational errors. When correcting computational errors, in case of discrepancy between a partial amount and the total amount, or between word and figures, the formers will prevail. In addition to the above corrections, all activities and items described in the Technical Proposal but not priced, shall be assumed to be included in the prices of other activities or items.
- 9.4** Quality and Cost Based Selection (QCBS) method will be used for evaluation of proposal. The lowest evaluated Financial Proposal will be given the maximum financial score of 30 points.

10 Combined Score

- 10.1** Technical Score (St) of qualified bidder shall be added to financial score.
- 10.2** Financial Score (Sf) shall be calculated as follows: (Lowest bidder's total cost/bidder's total cost) x 30.
- 10.3** Combined Score (Total Score) = St + Sf

10.4 All bidders will be ranked based upon the combined technical and financial score.

11 Availability of Management Team

11.1 The successful bidder is bound to provide the services of the professional staff proposed in technical proposal. In case of non-availability of any proposed professional staff during the contract period, the bidder will provide valid reason and documentary justification. The bidder is bound to provide the substitute professional staff with same technical strength with no delay after mutual agreement of both parties i.e. the bidder and the Company.

11.2 No member of Management Team including Project Leader should be a proposed team member in any other bid (currently invited or under review for selection purposes) submitted to the Company for another project.

12 Award of Agreement

After completing negotiations, the Company shall award the Agreement to the selected bidder (highest ranked). After agreement signature, the Company shall return the unopened Financial Proposals of the non-responsive bidders.

13 Confidentiality

The Company shall keep all information regarding the bid evaluation confidential until the time of the announcement of the evaluation report under PPRA Rule no. 41.

14 Conflict of Interest

Without limitation on the generality of the foregoing, bidder shall be considered to have a conflict of interest and shall not be recruited under any of the circumstances set forth below:

a. Conflicting assignments

- The bidder (including its Personnel) or any of its affiliates shall not be hired for any assignment that, by its nature, may be in conflict with another assignment to be executed for the same or for another Client.

b. Conflicting Relationships

- The bidder (including its Personnel) or any of its affiliates that has a business or family relationship with a member of the Company Board, Management, or staff who is directly or indirectly involved in the preparation of Terms of Reference, selection process of third party evaluation services and/or supervision of the Agreement may not be awarded an Agreement unless conflict stemming from this relationship has been resolved in a manner acceptable to the Board throughout the selection process and the execution of the Agreement.
- The bidder has an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest, or that may reasonably be perceived as having this effect by notifying the Company in writing. Failure to disclose said situations may lead to disqualification of the bidder or the termination of its Agreement.
- Current employees of the Company shall not work as and for the bidder.

15 Fraud and Corruption:

15.1 The Company requires the bidder/s participating in provision of Service/s to adhere to the highest ethical standards, both during the selection process and throughout the execution of an agreement. In pursuance of this policy, Company defines, for the purpose of this paragraph, the terms set forth below as follows:

- a.** “Corrupt practice” means the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence the actions of any employee of the Company in the selection process or in agreement execution;
- b.** “Fraudulent practice” means a misrepresentation or omission of facts in order to influence a selection process or the execution of an agreement;
- c.** “Collusive practices” means a scheme or arrangement between two or more with or without the knowledge of the Client, designed to establish prices at artificial, non-competitive levels;

15.2 “Coercive practices” means harming or threatening to harm, directly or indirectly, persons or their property to influence their participation in a procurement process, or affect the execution of an agreement. The Company will reject a proposal for award if it determines that the bidder recommended for award has directly or through an agent, engaged in corrupt, fraudulent, collusive or coercive practices in competing for the agreement in question. The Company may also impose penalties on the bidder, declaring it ineligible, either indefinitely or for a stated period of time, for Company funding, if at any time it determines that the bidder has, directly or through an agent, engaged in corrupt, fraudulent, collusive or coercive practices in competing for, or in executing, a Company funded project.

15.3 The Company will have the right to inspect the bidding firm's accounts and records and other documents relating to the submission of proposals and agreement performance, and have them audited by auditors appointed by the Company.

16 Clarification Request/Amendment

16.1 The bidder can request a clarification in RFP document up to the date indicated in the RFP document. Any request for clarification must be sent in writing, or by standard electronic means to the Company's e-mail address indicated in the RFP document. The Company will respond in writing or by standard electronic means.

16.2 At any time before the submission of Proposals, the Company may amend the RFP document by issuing an addendum in writing or by standard electronic means. The addendum shall be published in the local newspaper and uploaded at PPRA & Company web site, and revised RFP document will be uploaded on Company's Website and PPRA web site.

PART B - TERMS OF REFERENCE

17 Background

The Company was established in 2006 by the Federal Government, to help create a knowledge economy through innovation and research commercialization. Over the last decade, while the Company has funded over a hundred projects, the direct impact on the economy has been minimal. Almost always, when the funding ended the project ended as academic researchers moved on to other funded projects. Going forward the Board has directed the Company to focus on commercialization and impact of funded projects and to function more like a Venture Capital (VC) Fund, which will continue to provide grants, but with an emphasis on impact of funded projects.

The Company now believes that a critical driver of the knowledge economy is a robust start up ecosystem which will set the pace for a holistic national transformation. The Company has re-aligned its mission with this new reality and aims “to make Pakistan a player in the knowledge economy by transforming the Company into a Venture Capital fund focused on fourth industrial wave technologies and by addressing gaps in the entrepreneurial ecosystem”

An innovation and commercialization centric ecosystem is pivotal to the formation of a knowledge economy. Emerging technologies such as the ones highlighted in “The Fourth Industrial Revolution”¹ by Klaus Schwab are disrupting and transforming human life in many facets. Tech startups are the building blocks of this innovation and research commercialization ecosystem, and the resultant Knowledge Economy. It is essential for the Company to align itself with these changing dynamics. The current governing/policy/operational documents were developed in 2006 and need to be updated in order to embrace the demands of the new technology paradigm.

Taking cognizance of the remarkable pace at which technology is transforming our lives, the Company has identified specific horizontals that will be the focus of its efforts. These new horizontals have been set after careful deliberations and due diligence. These serve as the Company’s prime focus for the next few years. This however does not inhibit the Company’s

¹ The Fourth Industrial Revolution by Klaus Schwab – Published by World Economic Forum 2016

ability to fund proposals/projects from any other ICT centric domains. These areas have been duly approved by the Company's Board of Directors and are listed below:

- i. Artificial Intelligence/Big Data
- ii. Internet of Things
- iii. Cloud/Cyber Security
- iv. Blockchain
- v. Shared Economy
- vi. Virtual/Augmented Reality
- vii. Wearables, Implantables
- viii. 3D/4D Printing
- ix. Robotics
- x. Neurotech

The Successful Bidder is expected to provide, *inter alia*, the following services:

- i. The successful bidder shall develop the HR manual in line with Human Capital Management philosophy. These practices should be focused on the organizational need to provide specific competencies that can be implemented in three categories: workforce acquisition, workforce management and workforce optimization.
- ii. The successful bidder shall develop the HR manual taking cognizance of the knowledge economy paradigm which relays fundamental attention on employee well-being and continual learning.
- iii. The successful bidder shall develop an HR manual that should include (but not limited to) the following Policies/ Processes:
 1. Recruitment & Selection:
 - i. Hiring Policy
 - ii. Employee Orientation/On-boarding
 - iii. Employee Handbook
 - iv. Internship Policy
 2. Transition Management:
 - i. Leave & Attendance Policy
 - ii. Probation Policy

- iii. Inter Department Transfer Policy
- 3. Training & Development:
 - i. Training & Development Policy
 - ii. Board Orientation Policy
- 4. Performance Management:
 - i. Performance Evaluation Policy
 - ii. Performance Evaluation of Board of Directors & Chairman
 - iii. Contract Extension Policy
- 5. Employee Discipline & Conduct:
 - i. Employee Code of Conduct
 - ii. Confidentiality Policy
 - iii. Conflict of Interest Policy
 - iv. Anti-Harassment Policy
 - v. Anti-Corruption Policy
 - vi. Whistle Blowing Policy
 - vii. Employee Grievance & Conflict Resolution Policy
- 6. Employee Compensation & Benefits:
 - i. Local & International Travel Policy
 - ii. Life & Health Insurance Policy
 - iii. Personal Loan Policy
 - iv. Performance Bonus Criteria
 - v. Over time policy for support staff
 - vi. Paid Leave Policy
 - vii. Promotion Policy
 - viii. Additional Charge Policy
 - ix. Transparent Procedure for fixing the Remuneration Package of Board of Directors
 - x. Gratuity Policy
 - xi. Resignation Policy
 - xii. Termination of Service Policy
 - xiii. Final Clearance & Settlement of Dues Policy
 - xiv. Employee Exit Policy

NOTE: all the above mentioned Policies / Processes along with any other Policies / Processes included in the manual need to be compliant with Corporate Governance Rules 2013.

The successful bidder shall ensure legal compliance of all the policies with law of the land.

- iv. The successful bidder shall develop an HR manual that should include Review and update of following:
- a. Company organogram, department roles and responsibilities and individual job descriptions (JDs) of all existing and approved positions.
 - b. Development of a Comprehensive Human Development Plan. The human capital development plan shall be synced with the existing Learning Management System/Knowledge Management System of the Company.
 - c. The successful bidder shall undertake an evaluation of each employee and provide list of skills and expertise that each employee needs to develop further.
 - d. Review of the existing employment contract with proposed changes as per corporate best practices.
 - e. Review of existing compensation structure of company and provide recommendations to rationalize current salary structure.
 - f. Development of associated forms wherever applicable.

NOTE: The successful bidder may be asked to present updated HR Manual/related documents to the Human Resource Governance Committee (HRGC) and also the Board of Directors of the Company to seek their final approval. HR Manual/related documents should be in line with International Organization for Standardization (ISO) required format.

18 Outputs/Deliverables

Deliverable 1: Review and update as per 17 (iii)

Deliverable 2: Complete and final manual (Both Print & Softcopy):

Deliverable 3: Urdu translation of manual and related documents (Both Print & Softcopy)

**PART C – FORMS TO BE SUBMITTED WITH THE
PROPOSAL**

Technical Proposal - Standard Forms

B1. Technical Proposal Submission Form

B2. Firms/Bidders Profile

B3. Relevant experience of Bidder/ Firm

B4. General Experience of the firm

B5. Description of methodology and work plan

B6. Qualification and competence of proposed team

B7. Members of Project Team (Summary)

B8. Roles and responsibilities of consortium /JV/ Partnership (if applicable).

B1. Technical Proposal Submission Form

[*Location, Date*]

To:

Manager Procurement

Ignite formerly known as National ICT R&D Fund (The Company)

6th Floor, HBL Tower

Islamabad, Pakistan

Tel: +92-51- 921-5360-65

Cell: +92-306-199-1234

Fax: +92-51- 921-5366

Email: procurement@ignite.org.pk

Sir,

We, the undersigned, offer to provide the services for **Development of HR Manual** in accordance with your Request for Proposal dated [ADVERTISEMENT DATE]. We are hereby submitting our Proposal, which includes this Technical Proposal and Financial Proposal sealed under a separate envelope.

Our Technical Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, which is 90 calendar days from the date of advertisement.

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

We remain,

Yours sincerely,

Authorized Signature:

Name and Title of Signatory:

Name of Firm:

Address:

B2. Firms/Bidders Profile

S #	Criteria	
1	<p>Profile of the agency:</p> <ul style="list-style-type: none"> i. Registered age of Company ii. Names of Managers/ Owners/ CEO/ Directors/ Partners 	
2	<ul style="list-style-type: none"> i. Location of agency office/sub office ii. Number of branches iii. Number of relevant employees including their Names & Designations, Contact Numbers & Branch contact numbers 	
3	<p>Financial Position</p> <ul style="list-style-type: none"> i. Name of Banks ii. Certificate of Financial position iii. Copy of audited Annual Accounts (of last 3 years) iv. Tax Registration (NTN/STN/FTN) 	

B3. Relevant experience of Bidder/ Firm

Name of Client	Name of Assignment/ Project	Period of Assignment/ Project	Value of Assignment / Project	Present Status of the Assignment/ Project

B4. – General Experience of the firm

Name of Client	Name of Assignment/ Project	Period of Assignment/ Project	Value of Assignment / Project	Present Status of the Assignment/ Project

B5. – Proposed methodology and work plan

(Breakup of activities with time lines for each testing cycle to be completed as per TOR).

B6 –Qualification & Competence of the Proposed Team

Personnel Summary (Complete for each Team Member)

It is mandatory that each Management Team Member must work full time on project.

Name of Employee:

Position	
General Information	Name: _____ Date of Birth: _____
	Telephone: _____
	Fax: _____
	Years with Present Employer: _____

Employment Record:

Summarize professional experience in reverse chronological order. Indicate particular technical and managerial experience relevant to the project:

DD/MM/YY		Company/Project/Position/Specific Tech experience
From	To	

Education:

Highest Level of Degree	Relevance of Degree to the Assignment
PhD	
MPhil	
Masters	

Certification:

Memberships:

Significant Measurable Professional Achievements in Last 10 Years:

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and my experience.

_____ Date: _____

[Signature of staff member and authorized representative of the firm] Day/Month/Year

Full name of staff member: _____

Full name of authorized representative: _____

B7 – Members of the project Team

#	Designation	No. of years of Experience	Relevance to the Assignment	Role in this Project
1				
2				
3				
4				
5				
6				
7				
8				
9				

C1. – Financial Proposal Submission Form

[Location, Date]

To:

Manager Procurement

Ignite formerly known as National ICT R&D Fund (The Company)

6th Floor, HBL Tower, Jinnah Avenue

Blue Area, Islamabad, Pakistan

Tel: +92-51- 921-5360-65

Cell: +92-306-199-1234

Fax: +92-51- 921-5366

Email: procurement@ignite.org.pk

Sir,

We, the undersigned, offer to provide services for “**Development of HR Manual**” in accordance with your Request for Proposal dated [ADVERTISEMENT DATE] and our Proposal (Technical and Financial Proposals). Our attached Financial Proposal is for the sum of [Amount in words and figures]. This amount is inclusive of all the local taxes, duties, fees, levies and other charges applicable on our company, our sub-contractors and collaborations under the Pakistani law.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, which is 90 calendar days from the date of advertisement.

Though included in the above-mentioned fee, Commissions and gratuities, if any, paid or to be paid by us to agents relating to this Proposal and Contract execution, if we are awarded the Contract, are listed below:

Name and Address of Agents	Amount in Pak Rs.	Purpose of Commission or Gratuity
_____	_____	_____
_____	_____	_____
_____	_____	_____

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

We remain,

Yours sincerely,

Authorized Signature:

Name and Title of Signatory:

Name of Firm:

Address:

C2. – Summary of Costs

Particulars	Pak Rupees
Total	
All applicable Taxes	
Grand Total of Financial Proposal	

C3. – Breakdown of Price per Activity

Activity No.:_____	Activity No.:_____
	& Description
Price Component	Pak Rupees.

C4. – Breakdown of Remuneration per Activity (where applicable)

Activity No. _____ Name: _____				
Names	Position	Input	Remuneration Currency(ies) Rate	Amount
Regular staff				
Local staff				
Consultants				
Grand Total				_____

C5. – All other Operational Expenses (Itemized List)

Annexure A

One Stage Two Envelope Procedure for Bidding

Public Procurement Rules 2004

Single stage - Two envelope procedure:

- (i) The bid shall comprise a single package containing two separate envelopes. Each envelope shall contain separately the financial proposal and the technical proposal;
- (ii) The envelopes shall be marked as “FINANCIAL PROPOSAL TESTING AGENCY” and “TECHNICAL PROPOSAL Development of HR Manual” in bold and legible letters to avoid confusion;
- (iii) Initially, only the envelope marked “TECHNICAL PROPOSAL FOR DEVELOPMENT OF HR MANUAL” shall be opened;
- (iv) The envelope marked as “FINANCIAL PROPOSAL FOR DEVELOPMENT OF HR MANUAL” shall be retained in the custody of the procuring agency without being opened;
- (v) The procuring agency shall evaluate the technical proposal in a manner prescribed in advance, without reference to the price and reject any proposal which do not conform to the specified requirements;
- (vi) During the technical evaluation no amendments in the technical proposal shall be permitted;
- (vii) The financial proposals of bids shall be opened publicly at a time, date and venue announced and communicated to the bidders in advance;
- (viii) After the evaluation and approval of the technical proposal the procuring agency, shall at a time within the bid validity period, publicly open the **financial proposals of the technically accepted bids only**. The financial proposal of bids found technically non-responsive shall be returned un-opened to the respective bidders; and
- (ix) The bid found to be the lowest evaluated bid shall be accepted.

DRAFT AGREEMENT

BETWEEN

IGNITE (FORMERLY NATIONAL ICT R&D FUND COMPANY, ISLAMABAD)

AND

[PLEASE INSERT NAME]

Dated _____

DRAFT AGREEMENT

AGREEMENT FOR PROVISION OF SERVICES FOR DEVELOPMENT OF HR MANUAL

This agreement for provision of consultancy services for

‘Provision of Services for Development of HR Manual’

is made at Islamabad on this ____ day of _____

BY AND BETWEEN

Ignite (Formerly National ICT R&D Fund Company), a company registered under Section 42 of the Companies Ordinance 1984, with its offices at 6th Floor, HBL Tower, Blue Area, Islamabad, Pakistan, (hereinafter referred to as the “Company” which expression shall, where the context so permits, mean and include its successors-in-interest, administrators and permitted assigns) of the one part;

And

(Insert Name of the Service Provider) having its registered office at **(Insert Address of the Service Provider)** (hereinafter referred to as the “Service Provider” which expression shall, where the context so permits, mean and include its successors-in-interests, administrators and permitted assigns), of the other part.

The Company and the Service Provider may hereinafter individually be referred to as “Party” and collectively as the “Parties”.

WHEREAS, the Company wishes to avail certain services (hereinafter defined) from the service provider for the financial year 2017-2018

WHEREAS, the Service Provider desires to perform such Services on the terms and conditions set forth in this Agreement.

WHEREAS FURTHER, the Company has accepted the quotation dated (Insert Date) submitted by the Service Provider against Company’s Tender No. (Insert Number).

Now **THEREFORE**, in consideration of mutual promises set forth herein and other good and valuable consideration the adequacy and sufficiency of which is hereby acknowledged, Parties hereto agree as follows:

1. DEFINITIONS AND INTERPRETATIONS

1.1 Definitions: In this Agreement, the following terms shall have the meaning ascribed thereto below:

(a) **“DAY”** means calendar day of Gregorian calendar;

(b) **“MONTH”** means calendar month of Gregorian calendar;

(c) **“SINGULAR AND PLURAL”**

Words importing singular include the plural and vice versa and words importing masculine gender include the feminine gender.

(d) **“AGREEMENT”** means this signed Agreement and includes the Amendments to this Agreement agreed between the parties after the Effective date;

(e) **“DOCUMENTS”** means Company organogram, department roles and responsibilities and individual existing and approved job descriptions (JDs), Comprehensive Human Development Plan in line with existing knowledge management system of the Company, evaluation of employees, employment contract, compensation structure and associated forms;

(f) **“POLICIES”** means policies including but not limited to Recruitment & Selection Process, Employee Onboarding, Employee Handbook, Training & Development Policy, Performance Management Process, Anti-Harassment Policy, Loan Policy, Leave & Attendance Policy, Conflict of Interest Policy, Confidentiality Policy, Employee code of Conduct, Over time policy for support staff, Transfer Policy, Promotion Policy, Employee Grievance & Conflict Resolution Process, Travel Policy (Local & International), Internship Policy, Health & Life Insurance Policy , End of service benefits policy & Employee Exit Policy;

(g) **“SERVICES”** means the services specifically defined in the scope of work of this Agreement and the terms of reference of the Request for Proposal (Annexure A);

(h) **“REQUEST FOR PROPOSAL”** means the request for proposal dated [insert date] issued by the company for the purposes of this agreement

1.2 **SCOPE OF WORK**

During the term of this Agreement, the Service Provider shall perform services according to the defined scope of work in accordance with its Request for Proposal dated (insert date) which is attached herewith as “**Annexure-A**” which forms part of this Agreement

2 **DUTIES OF THE SERVICE PROVIDER**

The Successful Bidder shall:

- 2.1 develop the HR manual in line with Human Capital Management philosophy. These practices should be focused on the organizational need to provide specific competencies that can be implemented in three categories: workforce acquisition, workforce management and workforce optimization;
- 2.2 develop the HR manual taking cognizance of the knowledge economy paradigm which relays fundamental attention on employee well-being and continual learning.
- 2.3 develop an HR manual that should include the Policies in compliance with the Corporate Governance Rules (“**the CG Rules 2013**”).
- 2.4 Review and Update all the Documents of the Company;
- 2.5 Present to the updated HR Manual/Documents to the Human Resource and Development Committee (HRGC) and to the Board of Directors of the Company to seek their approval as and when requested by the Company. The HR Manual and the Documents shall be in line with the International Organization of Standardization.

3 **CONFLICT BETWEEN THE AGREEMENT AND ITS DOCUMENTS**

The preamble and the following documents, form an integral part of this Agreement. In case of any conflict between the terms of these documents and provisions of this Agreement, such conflict shall be resolved with reference to the provisions of this Agreement:

- i) The Agreement
- ii) Scope of Work of this Agreement
- iii) Its Attached Annexure:
Annexure A: RFP
- iv) Subsequent Amendments

4 **EFFECTIVE DATE OF THE AGREEMENT**

This Agreement shall become effective from _____ and shall remain valid until _____ unless terminated earlier in accordance with terms of this Agreement. The Agreement can be renewed for another term after expiry date on the terms and conditions mutually agreed upon between the parties, subject to the Company giving thirty (30) days advance notice to the Service Provider to that effect.

5 **CONFIDENTIALITY**

5.1 The Service Provider and its employees, agents, or representatives will not at any time or in any manner, either directly or indirectly, use for its personal benefit, or divulge, disclose, or communicate in any manner, any information that is proprietary to the Company. The employees, agents and representatives will protect such information and treat it as strictly confidential. This provision will continue to be effective after the termination of this Agreement.

5.2 Upon termination of this Agreement, the Service Provider will return to the Company all records, notes, documentation and other items that were used, created, or controlled by the Service Provider during the term of this Agreement.

6 **INTELLECTUAL PROPERTY**

The Service Provider hereby acknowledges and agrees that all intellectual property rights generated as a result of performance of Scope of Work provided in the Request for Proposal and its duties shall vest in and be the absolute property of the Company.

7 **TAXES AND DUTIES**

7.1 Withholding taxes shall be deducted as per applicable tax laws of Pakistan.

7.2 The Service Provider shall be aware and responsible of all Pakistani tax regulations and will pay all taxes, duties, tariffs and impositions lawfully assessed against the Service Provider for execution and performance of the Agreement.

8 **WARRANTY**

The Service Provider shall provide its services and perform the scope of work defined in this Agreement in line with the required professional business standards and meet its

obligations under this Agreement in a timely manner and warrants that it has the required expertise, manpower, capabilities, authorities and resources to enter into this Agreement.

9 **DURATION**

This Agreement shall come into force on the signing date and continue till (insert date) unless terminated earlier in accordance with provisions of this Agreement.

10 **ACCOUNTING AND FINANCIAL**

10.1 The total price of the Agreement shall be (insert price) excluding Value Added Taxes (like Sales Tax).

10.2 The Price set forth in this Agreement is firm and final till execution of this Agreement and receipt of either services by the Company in acceptable condition.

10.3 No variation whatsoever is acceptable to the Company with the exception of any price adjustment authorized by the conditions of this Agreement.

11 **PERFORMANCE BOND**

The Service Provider shall provide bank guarantee of Rs.(to be inserted) in favour of the Company as Performance Bond.

12 **PAYMENT**

12.1 The testing agency shall be paid through payments made by the applicants directly. The company holds no liability to the testing agency with regard to the payments during the term of the agreement.

13 **TERMINATION OF AGREEMENT**

13.1 **Termination of Agreement for Default**

The Company, may without prejudice to any other remedy for breach of contract, by written notice of default sent the Service Provider terminate this Agreement forthwith in whole or in part:

- a) If the Service Provider fails to deliver any or all of the services within the time period(s) specified in the Agreement or any extension thereof granted by the Company.
- b) If the Service Provider fails to perform any obligation under this Agreement.
- c) If the Service Provider in either of the above circumstances does not cure its failure within a period of fifteen (15) days (or such longer period as the Company may authorize in writing) after receipt of the default notice from the Company.

13.2 **Termination of Agreement for Convenience**

The Company may terminate the Agreement in whole or in part at any time for its convenience subject to thirty (30) days prior written notice to that effect send to the Contractor after payment of proportionate amount of the fee due subject to satisfactory performance to be determined by the Company at the time of termination.

14 **ENTIRE AGREEMENT**

This Agreement, together with Annexure-A contains the entire terms and conditions and constitutes the entire Agreement between the Parties and cancels and supersedes any previous oral or written agreements, representations or arrangements, express or implied, by the Parties with respect to the subject matter of this Agreement.

15 **SEVERABILITY**

If any provision of this Agreement will be held to be invalid or unenforceable for any reason, the remaining provisions will continue to be valid and enforceable. If a court finds that any provision of this Agreement is invalid or unenforceable, but that by limiting such provision it would become valid and enforceable, then such provision will be deemed to be written, construed, and enforced as so limited.

16 **AMENDMENT**

No alteration, waiver or change in any terms of this Agreement will be effective unless made in writing and duly authorized officer or representative of each of the Parties.

17 **INDEPENDENT CONTRACTORS**

- 17.1 The Service Provider is and shall remain at all times an independent contractor and shall be fully responsible for its own acts and defaults (including those of its employees or agents)
- 17.2 Neither the Service Provider is authorized nor its employees, agents or representatives shall at any time attempt to act on behalf of the Company to bind any other party in any manner whatsoever to any obligations. Neither the Service Provider, nor its employees, agents nor representatives shall engage in any acts which may lead any person to believe that such Party is an employee, agent or representative of the Company.
- 17.3 Nothing in this Agreement shall be deemed to constitute a partnership or other profit sharing arrangement between the Parties.

18 **INDEMNIFICATION**

The Service Provider agrees to indemnify and hold the Company harmless from all claims, losses, expenses, fees including attorney fees, costs, and judgments that may be asserted against the Company that result from the acts or omissions of Service Provider or its employees, agents, or representatives.

19 **FORCE MAJEURE**

If performance of this Agreement or any obligation under this Agreement is prevented, restricted, or interfered with by causes beyond either party's reasonable control ("Force Majeure"), and if the party unable to carry out its obligations gives the other party prompt written notice of such event, then the obligations of the party invoking this provision shall be suspended to the extent necessary by such event. The excused party shall use reasonable efforts under the circumstances to avoid or remove such causes are removed or ceased. An act or omission shall be deemed within the reasonable control of the party if committed, omitted, or caused by such party, or its employees, officers, agents, or affiliates.

20 **DISPUTE RESOLUTION**

Any dispute, controversy or claim arising out of or in connection with this Agreement shall be resolved by Parties hereto through mediation. If dispute(s) remain unresolved by mediation, they shall be finally settled by arbitration to be held under the Arbitration Act, 1940. The number of arbitrators shall be three (03)

unless otherwise mutually agreed by the Parties. The venue of the arbitration shall be Islamabad, Pakistan. The award made by the arbitration process shall be final and binding on the Parties and may be enforced in any court of competent jurisdiction.

Note: This Agreement is a Draft Agreement subject to change in terms and conditions upon negotiation with the successful bidder during the award of the agreement. The bidders should only follow the terms of reference and instructions given in this RFP document for submission of their bids.

IN WITNESS WHEREOF the parties have caused this Agreement to be signed on the Day and Year above written.

Signed for & on behalf of **the Company**

Signed for & on behalf of **the Service Provider**

By:

By:

Title: Chief Executive Officer

Title:

CNIC:

CNIC:

Date: ___/___/2017

Date: ___/___/2017

Witness – 1

Witness-1

Name: _____

Name: _____

Designation: _____

Designation: _____

Signature: _____

Signature: _____

CNIC: _____ - _____ - _____

CNIC: _____ - _____ - _____

Witness - 2

Name: _____

Designation: _____

Signature: _____

CNIC: _____ - _____ - _____

Witness – 2

Name: _____

Designation: _____

Signature: _____

CNIC: _____ - _____ - _____