

NATIONAL INSURANCE COMPANY LIMITED (NICL)

Scope of Work & Bidding Document

AI-Powered Employee Performance & Appraisal Management System

Procurement, Implementation, Configuration, Customization & Support

Important Instructions to Bidders

A. LANGUAGE OF THE PROPOSAL — ENGLISH ONLY

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

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

B. TWO-STAGE EVALUATION & OPENING OF FINANCIAL PROPOSALS

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

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

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

C. KEY EVALUATION PREFERENCES

NICL will give clear preference to

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

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

D. INFRASTRUCTURE & DEPLOYMENT NOTE

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

1. Project Objective

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

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

2. Scope of Services

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

2.1 Preference for Market-Proven, Pre-Built Solutions

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

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

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

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

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

3. Functional Scope

3.1 Employee Information Management & Performance Core

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

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

3.2 Performance Planning, Goal Alignment & KPI Task Management

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

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

3.3 AI-Based Performance Intelligence & Analytics Engine

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

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

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

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

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

4. Interactive Dashboards & Reporting Requirements

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

Stakeholder Dashboards. The system shall deliver specialized interfaces including:

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

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

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

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

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

6. Security Requirements

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

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

7. Project Delivery Timeline & Warranty Period

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

8. Licensing, Subscriptions & Financial Inclusivity

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

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

8.1 Preference for Independent, Zero-Subscription AI Solutions

PREFERENCE — INDEPENDENT, ZERO-SUBSCRIPTION AI SOLUTION

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

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

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

9. Financial Proposal Requirements

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

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

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

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

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

10. Implementation Deliverables

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

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

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

11. System Administration & Configurable Scoring Rules

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

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

12. Evaluation Methodology & Award Process

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

13. Mandatory Eligibility Criteria (Pass / Fail)

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

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

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

13.1 Preferably AI Partnership

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

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

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

14. Technical Evaluation Criteria

QUALIFYING RULE

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

Technical Evaluation — Summary of Categories and Maximum Marks:

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

14.1 Company Profile, Experience and Certifications (8 Marks)

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

14.2 Comparable Project Experience (12 Marks)

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

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

14.3 Technical Compliance with Scope of Work (12 Marks)

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

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

14.4 AI Capabilities and Responsible AI Governance (15 Marks)

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

14.5 AI Technology Partnership and International Affiliations (10 Marks)

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

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

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

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

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

14.7 Implementation Methodology and Work Plan (10 Marks)

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

14.8 Project Team (5 Marks)

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

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

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

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

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

14.10 Warranty, Support and Knowledge Transfer (3 Marks)

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

15. Proposal Cross-Reference & Compliance Index

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

15.1 Cross-Reference Index — Mandatory Eligibility Criteria

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

15.2 Cross-Reference Index — Technical Evaluation Criteria

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

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

