Standard Bidding Document

PROCUREMENT OF SERVICES FOR UPSKILLING TRAINING PROGRAM (USTP) FOR THE PROJECT “NATIONAL SEMICONDUCTOR HUMAN RESOURCE DEVELOPMENT PROGRAM (NSHRDP) PHASE-I”

(Non-Consultancy Services)

National

Single Stage-Two Envelope

November 04, 2026

Pakistan Software Export Board` (Pakistan Software Export Board),Project Director
IFC BUILDING - Pakistan Software Export Board Second Floor 5-A Constitution Ave, F-5/1 F-5, Islamabad, 46000
Phone: +92-313-228-5032, Email: skashif@pseb.org.pk

Table of Contents

PROCUREMENT NOTICE 1

Instructions to Bidders 3

Bid Data Sheet 26

Bids Data Sheet (BDS) 27

Eligibility Criteria 32

Evaluation Criteria 34

Required Services 38

Related Services : 40

Services Specifications 41

Scope of Work 43

Introduction to PSEB Pakistan Software Export Board (PSEB) is an entity under the Ministry of IT & Telecom 1

Scope of Work 43

Proposal Requirements 55

Brief Description 60

Price Schedule 67

General Conditions of Contract 69

Special Conditions of Contract 79

Bid Securing Declaration 84

Contract Form 86

Integrity Pact 89

Performance Guarantee Form 91

Annexure 94

Annexure – C3 - Format of Financial Bid 95

Annexure – D – Undertaking Regarding GST Exemption and Indemnification (On Letter Head) 95

B1. Technical Proposal - Submission Form 95

B2. Lead Firm/Bidder Profile 95

B3. Relevant Experience of the firm/Bidder 95

B5-I – Details of Physical & ICT Infrastructure 1

B5-II – Inclusivity 96

B5-III – Training Methodology 96

B5-IV – Transfer of Knowledge 96

B5-V – Industry Engagement / Support Letters 96

C1- Financial Proposal Submission Form 97

C2. – Summary of Costs 97

B4-II – Composition of Proposed Project Management Team with Organogram 97

B4-I. – Qualification, Total Experience and professional Certification/Membership 97

Annexure-A Compliance Sheet 98

Procurement Forms 99

Additional Forms and Documents 102

PROCUREMENT NOTICE

PROCUREMENT OF NON-CONSULTANCY SERVICES

1. The **Pakistan Software Export Board` (Pakistan Software Export Board)** has reserved Funds for the procurement planned for FY **2026-27**. The **Pakistan Software Export Board` (Pakistan Software Export Board)** intends to apply part of the proceeds of this Fund to cover eligible payments under the contract for the "**PROCUREMENT OF SERVICES FOR UPSKILLING TRAINING PROGRAM (USTP) FOR THE PROJECT "NATIONAL SEMICONDUCTOR HUMAN RESOURCE DEVELOPMENT PROGRAM (NSHRDP) PHASE-I"**" with the reference of **"P174105"**

2. The **Pakistan Software Export Board` (Pakistan Software Export Board)** invites Bids through **EPADS v2.0** from eligible Bidders registered on **EPADS v2.0** for provision of Non-Consultancy Services.

3. **Single Stage-Two Envelope** Procedure of Principal Method of Procurement (i.e. Open Competitive Bidding) will be used by adopting **Quality and Cost Based Selection (QCBS)**Technique for the subject procurement, in line with the Public Procurement Rules, 2026 and any Regulations, and Instructions issued by the Authority (from time to time).

4. All Bids must be accompanied by a Bid Security described in Bid Security Section in Bidding Document in the form of **Pay Order, Bank Guarantee, Demand Draft** or Bid Securing Declaration on the prescribed format described.

5. E-Bidding documents, containing detailed terms & conditions, specifications and requirements etc. are available on **e-Pak Acquisition and Disposal System (EPADS)** at **https://epads.gov.pk/opportunities/federal/procurements/174105**.

6. The e-bids, prepared in accordance with the instructions in the e-Bidding documents, must be submitted through **EPADS v2.0** on or before **Monday, November 23, 2026 03:00 PM**. E-bids will be opened on the same day at **Monday, November 23, 2026 03:30 PM**. Manual submission of Bids shall

not be entertained. Those vendors who have not yet registered on the new version of **EPADS v2.0,** may register themselves on **https://vendors.epads.gov.pk/**. A tutorial to explain the registration process is available at **https://www.youtube.com/watch?v=MNW6T38v7tc**

In terms of Rules 65 of Public Procurement Rules, 2026 Grievance Redressal Committee (GRC) is notified for the subject procurement and notification copy is available on the procuring agency's website and also available on **EPADS v2.0** as well as Authority's website at (**www.ppra.gov.pk**).

Pakistan Software Export Board` (Pakistan Software Export Board), Project Director
IFC BUILDING - Pakistan Software Export Board Second Floor 5-A Constitution Ave, F-5/1 F-5, Islamabad, 46000
+92-313-228-5032
skashif@pseb.org.pk

Instructions to Bidders

A. Introduction

1. **Scope of Bids**

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

2. **Source of Funds**

2.1. Source of funds is referred in Clause-1 of Procurement Notice.

3. **Fraud & Corruption**

3.1. As defined under Rule 2(1)(x) of Public Procurement Rules, 2026.

4. **Eligible Bidders**

4.1. A bidder shall be eligible to participate in a procurement process, if it—

4.1.1. possesses the technical competence, financial resources, equipment and other physical facilities, personnel, managerial capability, experience and past performance necessary to complete the procurement contract,

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

4.1.3. has not been declared bankrupt or, in the case of company or firm, insolvent or being wound up and its activities or affairs are suspended by a Competent Authority or by the Court of law;

4.1.4. is not under any legal proceedings which may result in bankruptcy or any other situation entailing the total or partial loss of the right to administer and dispose of the property;

4.1.5. has not been convicted by a final judgment of a Court of Law,

4.1.6. is not blacklisted by the procuring agency or cross-debarred by the Authority at the time of the submission of bid;

4.1.7. is not blacklisted or debarred at the time of the submission of bid by an international financial institution, international organizations, or other multilateral development Bank for the period defined by them; and

4.1.8. is not convicted in the case of a company, its owners and beneficial owners, directors or officers of a criminal offence related to-

4.1.8.1. its professional conduct; or

4.1.8.2. a prohibited practice within the period specified in the tender documents and has not, or in the case of a company, its owners and beneficial owners, directors or officers have not, been debarred from a procurement process in Pakistan.

4.2. Except as permitted under the Ordinance, rules and regulations, the procuring agency shall not establish a criterion for eligibility of a bidder that-

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

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

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

5. **Qualification of the Bidder**

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

B. Bidding Documents

6. **Contents of Standard Bidding Document**

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

Section I -Invitation to Bid
Section II Instructions to Bidders (ITB)
Section III Bid Data Sheet (BDS)
Section IV Evaluation Criteria, Specifications, Schedule of Requirements, and Technical Specifications.
Section V Fraud & Corruption
Section VI General Conditions of Contract (GCC)
Section VII Special Conditions of Contract (SCC)
Section VIII Contract Forms

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

7. **Clarifications**

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

The procuring agency shall respond promptly and in writing to any request by a bidder for clarification of the bidding documents and, in any event, no

later than two days prior to the deadline for the submission of bids or proposals.

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

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

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

7.3. Should the Procuring Agency deem it necessary to amend the bidding document as a result of a clarification, it shall do so following the procedure under **ITB 8 .**

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

7.5. Minutes of the pre-bid meeting, if applicable, including the text of the questions asked by bidders, and the responses given, together with any responses prepared after the meeting will be uploaded on EPADS v2.0. Any modification to the bidding document that may become necessary as a result of the pre-bid meeting shall be made by the Procuring Agency exclusively through the use of an Addendum pursuant to **ITB 8** .

7.6. To assist in the examination, evaluation and comparison of Bids of the Bidders, the Procuring Agency may, ask any Bidder for a clarification of its bid including breakdown of prices, through EPADS v2.0. Any clarification submitted by a bidder that is not in response to a request by the Procuring Agency shall not be considered.
No change in the prices or substance of the bid shall be sought, offered, or

permitted.

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

7.6.1. evaluation & qualification criteria;

7.6.2. required scope of work or specifications;

7.6.3. all securities requirements;

7.6.4. tax requirements;

7.6.5. terms and conditions of bidding documents; and

7.6.6. change in the ranking of the bidders.

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

8. **Amendment of Bidding documents**

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

8.2. Any addendum issued including the notice of any extension of the deadline shall be part of the bidding document pursuant to **ITB 8 .1** shall be uploaded on EPADS v2.0 as well as Authority's website. The procuring agency shall promptly publish the addendum at the procuring agency's website indicated in the **BDS**:

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

8.3. To give prospective bidders reasonable time in which to take an addendum/corrigendum into account in preparing their bids, the Procuring

Agency may, at its discretion, extend the deadline for the submission of bids after record reason in writing:

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

C. Preparation of Bids

9. Documents Constituting the Bids

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

9.1.1. Forms of bid and Bid Prices completed in accordance with ITB 10 and 11;

9.1.2. Documentary evidence established in accordance with ITB 8 that services to be provided by the bidder are eligible services, and conform to the bidding documents;

9.1.3. Documentary evidence established in accordance with ITB 9 that the bidder is eligible and/or qualified for the subject bidding process;

9.1.4. Documentary evidence established in accordance with ITB 9.3 that the bidder has been authorized to provide the services;

9.1.5. Bid security or Bids Securing Declaration furnished in accordance with ITB 14; and

9.1.6. Any other document required in the BDS.

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

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

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

11. **Documents Establishing Eligibility and Qualification of the Bidder**

11.1. Pursuant to ITB 8, the bidder shall furnish, as part of itsbid, all those documents establishing the bidder's eligibility to participate in the bidding process and/or its qualification to perform the contract if its bid is accepted.

11.2. The documentary evidence of the bidder's eligibility to bids shall establish to the satisfaction of the procuring agency that the bidder, at the time of submission of its bid, is from an eligible country.

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

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

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

12. **Form of Bid**

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

13. **Bids Prices**

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

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

to be included in the prices of other items.

13.3. The Bid price to be quoted in the Forms of Bid in accordance with ITB 10 shall be the total price of the bid, excluding any discounts offered.

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

13.5. Prices quoted by the bidder shall be fixed during the currency of the contract and not subject to variation on any account. A bid submitted with an adjustable price will be treated as non-responsive and shall be rejected pursuant to ITB 28, unless otherwise price adjustment is permissible under Conditions of the Contract.

14. **Price Adjustment**

14.1. Price adjustment shall not be applicable on the contract with less then 12 months period.

14.2. Procuring agency may increase the remuneration of the human resources involved in non-consultancy services upto maximum 15% on annual basis.

14.3. **Procuring agency shall incorporate the provisions to allow wage rate in compliance with Federal Government's minimum wage notification, subject to the condition that clause 11.2 shall not be applicable in that case.**

15. **Bids Currencies**

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

16. **Bid Validity Period**

16.1. Bid(s) shall remain valid for the period specified in the BDS after the bid submission deadline prescribed by the Procuring Agency. A Bid valid for a shorter period shall be rejected by the Procuring Agency as non-responsive.

17. **Bid Security or Bid Securing Declaration**

17.1. Unless otherwise specified in the BDS, the bidder shall furnish as part of its bid, in the amount and currency specified in the BDS or Bid Securing Declaration on the format provided in Form 9 The scanned copy of the Bids Security shall be uploaded in the EPADS v2.0 while submitting bid, whereas the original forms of Bid Security shall be submitted to the procuring agency before the bid submission deadline. The bidder who failed to submit the original bid security before the submission deadline shall be disqualified straightaway.

17.2. The Bid Security or Bid Securing Declaration is required to protect the Procuring Agency against the risk of Bidder’s conduct which would warrant the security’s forfeiture, pursuant to ITB 14.5

17.3. The Bid Security shall be payable promptly upon written demand by the Procuring Agency in case any of the conditions listed in 14.5 are invoked.

17.4. Unsuccessful Bidders’ Bid Security will be discharged or returned as promptly as possible after the award of contract, however in no case later than thirty (30) days after the expiration of the period of Bid Validity prescribed by the Procuring Agency pursuant to ITB 13. The Procuring Agency shall make no claim to the amount of the Bid Security, and shall promptly return the Bid Security document, whichever of the following that occurs earliest:

17.4.1. the expiry of the Bid Security;

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

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

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

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

17.5.1. if a bidder:

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

17.5.1.2. does not accept the correction of errors pursuant to ITB 23; or

17.5.2. in the case of a successful bidder fails:

17.5.2.1. **to sign the contract in accordance with ITB 32; or**

17.5.2.2. **to furnish Performance Guarantee in accordance with ITB 33.**

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

18. **Alternative Bids by Bidders**

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

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

19. **Withdrawal, Substitution, and Modification of Bids**

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

20. **Format and Signing of Bids**

20.1. The bidder shall prepare and submit his bid with due diligence after carefully reading all the terms and conditions before submission through EPADS v2.0.

D. Submission of Bids

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

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

21.2. The Procuring Agency may, under exceptional circumstances and at its discretion, extend the deadline for the submission of bids by amending the Bidding Documents in accordance with ITB 8. In such a case, all rights and obligations of the Procuring Agency and the Bidders that were previously subject to the original deadline shall thereafter be subject to the revised deadline.

E. Opening and Evaluation of Bids

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

22.1. As per Rule 10 of Public Procurement Rules, 2026
(PA to establish a Procurement Cell which shall carryout procurements a per Rule 10 of Public Procurement Rules, 2026)

23. **Opening & Evaluation of Bids by the Bid Evaluation Committee**

23.1. As per Rule 11 of Public Procurement Rules, 2026
(PA to constitute odd number Bid Evaluation Committee for the purpose of bid opening and evaluation of all procurements with an estimated value up to two billion rupees)

24. **Third Party Validation**

24.1. **In compliance with Rule 12** of Public Procurement Rules, 2026, the third-party validation committee or firm shall validate all procurements above five hundred million and up to two 2 billion rupees. The third-party validation shall be conducted at specifications, bidding documents preparation, technical (if any) & final evaluation stages.

25. **External Bid Evaluation Committee**

25.1. **As per Rule 13 of Public Procurement Rules, 2026,** procurements with an estimated value above two billion rupees shall be opened and evaluated by the Procuring Agency's notified External Bid Evaluation Committee.

26. **Opening of Bids**

26.1. The Procuring Agency will open all bids through EPADS, in the presence of bidders' or their representatives who choose to attend, and other parties with a legitimate interest in the bid proceedings at the place, on the date and at the time, specified in the **BDS**. The Bidders' representatives present shall sign attendance sheet as proof of their attendance.

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

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

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

27. **Confidentiality**

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

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

28. **Preliminary Examination of Bids**

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

28.1.1. meets the eligibility criteria defined in **ITB 3**;

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

28.1.3. is accompanied by the required securities; and

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

28.2. The procuring agency will confirm that the documents and information specified under **ITB 7,8 and 9** have been provided in the bids. If any of these documents or information is missing, or is not provided in accordance with the Instructions to Bidders, the bid shall be rejected.

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

29. **Examination of Terms and Conditions, Technical Evaluation**

29.1. The procuring agency shall evaluate the technical aspects of the bids submitted in accordance with **ITB 21,** to confirm that all requirements specified in **Section V – Evaluation Criteria, Technical Specifications and Schedule of Requirements**,prescribed inthe bidding document have

been met without material deviation or reservation.

29.2. If after the examination of the terms and conditions and the technical evaluation, the procuring agency determines that the bid is not substantially responsive in accordance with **ITB 21,** it shall reject the bids.

30. **Correction of Errors**

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

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

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

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

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

30.2. The amount stated in the bid will be adjusted by the procuring agency in accordance with the above procedure for the correction of errors and, with the concurrence of the bidder that shall be considered as binding upon the bidder. If the Bidder does not accept the corrected amount, his bid will then be rejected, and the Bid Security may be forfeited or the Bid Securing Declaration may be executed in accordance with **ITB 14.**

31. **Conversion to Single Currency**

31.1. As per Rule 42(2) of Public Procurement Rules, 2026.

32. **Evaluation of Bids**

32.1. The procuring agency shall evaluate bids in accordance with Rule 42 of Public Procurement Rules, 2026 and compare only those bids determined to be substantially responsive, pursuant to **ITB 21.**

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

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

32.4. The Procuring agency/Employer's evaluation of a bid will take into account:

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

32.4.2. price adjustment for correction of arithmetic errors in accordance with **ITB 30;**

32.5. converting the amount resulting from applying (a) and (b) above, if relevant, to a single currency in accordance with **ITB 31**;

32.6. The estimated effect of the price adjustment provisions of the Conditions of Contract, applied over the period of execution of the Contract, shall not be taken into account in bid evaluation.

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

33. **Determination of Most Advantageous Bids**

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

34. **Abnormally Low Financial Bids**

34.1. Subject to sub-rule (2), a procuring agency may, in the procurement of goods, works and services, reject a bid if it has determined that the price, in combination with other constituent elements of the bid, is abnormally low in relation to the subject matter of the procurement such that it raises material concerns on the part of the procuring agency as to the ability of the bidder to perform the procurement contract satisfactorily for the offered price.

34.2. A procuring agency shall not reject a bid as abnormally low under sub-rule (1) unless the procuring agency—

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

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

34.3. The procuring agency shall promptly communicate to the bidder concerned its decision to reject the bid, including the reasons for the decision. The procuring agency may reinitiate the bidding process after communication of such decision.

34.4. Every abnormally low bid shall be investigated in order to determine the reason for submitting the bid including whether the bid was submitted in order to remove other bidders from competition.

34.5. In case it is established after investigation that the bidder submitted an abnormally low bid to remove other bidders from competition or to frustrate the bidding process, the procuring agency may blacklist the bidder in accordance with Rule 25(1)(d).

35. **Rejection of Bids**

35.1. As per Rule 45 of Public Procurement Rules, 2026

36. **Cancellation of procurement**

36.1. As per Rule 46 of Public Procurement Rules, 2026

37. **Single Responsive Bid**

37.1. The procuring agency may consider single responsive subject to underlying conditions of Rule 50 of Public Procurement Rules, 2026.

38. **Alternate Dispute Resolution (ADR)**

38.1. As per Rule 66 of Public Procurement Rules, 2026

39. **Arbitration Clause**

39.1. (Appointing Authority for the Arbitrator shall be Chief justice of Honorable Islamabad High Court OR Managing Director (PPRA) OR Secretary (Ministry of Law & Justice),

40. **Fee of the Arbitrator**

40.1. The fee shall be specified in PKR as detrmined by the Appointing Authority and shall be shared equally by each party.

41. **Socio-economic development**

41.1. As per Rule 63 of Public Procurement Rules, 2026, PA to encourage the inclusiveness of small and medium enterprises, and marginalized groups by according preferences in line with the notified policies of the Federal Government

42. **Environmental objectives**

42.1. As per Rule 64 of Public Procurement Rules, 2026, The procuring agency may seek to procure services with a reduced environmental impact throughout their life cycle when compared to services with the same primary function that may otherwise be procured.

F. Award of Contract

43. **Appointment of Contract Manager**

43.1. The procuring agency shall designate a Contract Manager for each procurement or class of procurement who shall manage the contract as per Rule 58 & 59 of Public Procurement Rules, 2026.

44. **Criteria of Award**

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

45. **Procuring Agency’s Right to reject All Bids**

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

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

46. **Procuring Agency’s Right to Vary Quantities at the Time of Award**

46.1. The procuring agency reserves the right, at the time of contract award, to increase or decrease not more than 15% of the original scope of related services originally specified in the Schedule of Requirements, provided that such variation does not exceed the percentage indicated in

the **Bid Data Sheet (BDS)**. This adjustment shall be made without any change in the unit price or other terms and conditions of the Bids and Bidding Documents.

47. **Notification of Award**

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

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

47.3. The notification of award will constitute the formation of the Contract, subject to the condition that bidder furnish the Performance Guarantee in accordance with **ITB 33** and signing of the contract in accordance with **ITB 32.**

48. **Signing of Contract**

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

49. **Performance Guarantee**

49.1. After the receipt of the Letter of Award, the successful bidder, within the specified time, shall deliver to the Procuring Agency a Performance Guarantee in the amount and in the form stipulated in the **BDS and SCC**, denominated in the type and proportions of currencies in the Letter of Acceptance and in accordance with the Conditions of Contract.

49.2. Failure of the successful bidder to comply with the requirement of **ITB 33.1** shall constitute sufficient grounds for the annulment of the award and forfeiture of the bid security, in which event the procuring agency may

make the award to the next ranked bidder or call for new bids.

50. **Advance Payment**

50.1. The Procuring Agency will provide an Advance Payment as stipulated in the Conditions of Contract, subject to a maximum amount, as stated in the **BDS**. The Advance Payment request shall be accompanied by an Advance Payment Guarantee in the form provided in Contract Forms.

51. **Arbitration**

51.1. The Arbitrator shall be appointed by mutual consent of the both parties as per the provisions specified in the **SCC**.

52. **Corrupt & Fraudulent Practices**

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

G. Grievance Redressal & Complaint Review Mechanism

53. **Constitution of Grievance Redressal**

53.1. The Principal Accounting Officer or head of procuring agency or any authorized officer shall constitute a committee comprising of odd number of members completely outside the procuring agency from any other procuring agency or from the pool of experts maintained by the Authority and accessible through EPADS with necessary powers and authorizations, to address the complaints of bidders or parties that may occur prior to the entry into force of the procurement contract.

53.2. Any party may file a written complaint, two days prior to the proposal submission deadline, against the eligibility parameters, evaluation criteria or

any other terms and conditions described in the bidding documents, if found contrary to the provisions of the procurement regulatory framework, and the same shall be addressed by the GRC.

53.3. Any bidder or party feeling aggrieved by any act of the procuring agency after the submission of bid, may lodge a written complaint concerning his grievances within seven days of announcement of the technical evaluation report and five days after issuance of final evaluation report.

53.4. In case, the complaint is filed against the technical or final evaluation report, the GRC may suspend the procurement proceedings till the decision.

53.5. In case, the complaint is filed after the issuance of the final evaluation report, the complainant may not raise any objection on technical evaluation of the report:Provided that the complainant may raise the objection on any part of the final evaluation report in case where single stage-single envelope bidding procedure is adopted.

53.6. The GRC shall investigate and decide upon the complaint within ten days of its receipt.

53.7. Any bidder or party not satisfied with the decision of the GRC or if GRC fails to decide within ten days under sub-rule 6, may file an appeal before the Appellate Committee of the Authority, comprising odd number of members including an external member within ten days of communication of decision subject to depositing the prescribed fee and in accordance with the procedure determined by the Authority. The Appellate Committee of the Authority shall decide the appeal within 45 days from the receipt of the appeal. The Appellate Committee may suspend the process of award of contract to such period as deemed appropriate during the pendency of appeal. The decision of the Appellate Committee of the Authority shall be considered as final.

H. Blacklisting/ Debarment

55. **Procedure for Blacklisting/Debarment**

55.1. The procuring agency may initiate blacklisting proceedings against contractor/supplier in accordance with Rule-25 of the Public Procurement Rules, 2026 , Mechanism for Blacklisting, Debarment Regulations, 2026 and “procedure for filling and disposal of review petition under rule-25(6) of Public Procurement Rules, 2026.

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Bid Data Sheet

Bids Data Sheet (BDS)

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

BDS Clause Number
ITB Number
Amendments of, and Supplements to, Clauses in the Instruction to Bidders

A. Introduction

BDS Clause Number 1
ITB Number 1.1

Name of Procuring Agency: **Pakistan Software Export Board` (Pakistan Software Export Board)**

The subject of procurement is: **PROCUREMENT OF SERVICES FOR UPSKILLING TRAINING PROGRAM (USTP) FOR THE PROJECT "NATIONAL SEMICONDUCTOR HUMAN RESOURCE DEVELOPMENT PROGRAM (NSHRDP) PHASE-I"**

Expected commencement date: **Friday, January 1, 2027**

BDS Clause Number 2
ITB Number 2.1

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

Name and identification number of the Contract: **P174105**

BDS Clause Number 3
ITB Number 4.6

JV/Consortium or Association Allowed: **Yes**
Number of JV/Consortium Members: **10**

B. Bidding Documents

BDS Clause Number 4
ITB Number 7.1

The Bidders may seek clarifications through **EPADS v2.0**: Clarification Date: Friday, November 20, 2026
Pre-Bid Meeting: Wednesday, November 11, 2026 02:00 PM
Venue: IFC BUILDING - Pakistan Software Export Board Second Floor 5-A Constitution Ave, F-5/1 F-5, Islamabad, 46000
Meeting Link: https://zoom.us/j/92085354787?pwd=rau2pHCpKgItShD54tT6Vtpgmc3KTR.1

BDS Clause Number 5
ITB Number 8.1

Any addendum, in case issued, shall be published on **Pakistan Software Export Board` (Pakistan Software Export Board)** website and on **EPADS v2.0**.

BDS Clause Number 6
ITB Number9.1

List of documents required along with the bid: **No**

BDS Clause Number 7
ITB Number 11.1

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

see Eligibility Criteria

BDS Clause Number 8
ITB Number 7.6

Services and Their related documents:
See section Required Services and Scope of Work

BDS Clause Number 9
ITB Number 13.1 & 13.2

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

BDS Clause Number 10
ITB Number 7.6.2

Specifications:

see section of specifications.

C. Preparation of Bids

BDS Clause Number 11
ITB Number 13.5

The price shall be **Fixed**.

BDS Clause Number 12
ITB Number 15.1

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

BDS Clause Number 13
ITB Number 16.1

The Bids/Bid Validity period shall be: **180 Days**

BDS Clause Number 14
ITB Number 17.1

The amount of Bid Security shall be as defined in Bid Security Section for items and lots given in **BDS 6**
Instrument of Bid Security Shall be in the Name of : **Pakistan Software Export Board`**
The Bid Security shall be in the form of: **Pay Order, Bank Guarantee, Demand Draft**

BDS Clause Number 15
ITB Number 17.3

The Bids security shall be valid for twenty-eight (28) days beyond the expiry of the Bids validity period specified in the bidding documents, for example the bid validity is 180 days so the bid security shall be valid for 180+28 = 208 days.

BDS Clause Number 16
ITB Number 18.1

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

D. Submission of Bids

BDS Clause Number 17
ITB Number 21.1

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

IFC BUILDING - Pakistan Software Export Board Second Floor 5-A Constitution Ave, F-5/1 F-5, Islamabad, 46000

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

The deadline for Bids submission is: **Monday, November 23, 2026 03:00 PM**

E. Opening and Evaluation of Bids

BDS Clause Number 18
ITB Number 26.1

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

Day *: **Monday***

Date: ***Monday, November 23, 2026***

Time *: **03:30 PM***

BDS Clause Number 19
ITB Number 32.1

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

F. Award of Contract

BDS Clause Number 20
ITB Number 49.1

The Performance guarantee shall: **5.00%**.

The Performance Guarantee shall be acceptable in the form of: **Pay Order, Bank Guarantee**

BDS Clause Number 21
ITB Number 51.1

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

G. Review of Procurement Decisions

BDS Clause Number 22
ITB Number 53.1

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

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Eligibility Criteria

All Active Taxpayers shall be eligible to participate in the procurement process, unless expressly excluded or otherwise restricted under the Eligibility Criteria specified by the Procuring Agency.

Required Registration
FBR (NTN) FBR (GSTN)

Eligibility Criteria	Document
Proof of Certificate of Incorporation or Registration or equivalent (applicable on lead and all consortium partners).	Yes
Letter of Credit line of PKR 100 million from Bank for the period of one year from proposal submission date /Audited financial statement of at least two financial years out of the last 3 completed financial years. (requirement can be filled by any of the partner individually or as a consortium)	Yes
Proof of GST Registration, (if applicable), from the Lead Partner and all consortium partners.	Yes
Original affidavit (not older than one month) from lead bidder on Stamp Paper(s) of worth Rs.100 or more that each entity of the consortium is not insolvent, bankrupt and is not blacklisted or debarred by PPRA, Government, Semi-Government, Private, Autonomous body or any other international organization. Must be provided before closing time of the bid submission	Yes

Must have an active status on the Active Taxpayers List (ATL) of FBR at the time of bid submission and must remain active until contract completion. Latest ATL status printout/download from the FBR portal evidencing active taxpayer status as of the bid submission date.	Yes
A formal consortium agreement not older than one month on Stamp Paper(s) of worth Rs.100 or more outlining roles, responsibilities must be submitted with the proposal. Minimum 3- consortium partners are allowed.	Yes
Members of one consortium cannot be part of other consortium participating in this bidding process.	Yes
Bidders are required to provide list of centers along with capacity of each lab for accommodating trainees in each batch (maximum 40), the proposed centers should be located in geographical boundaries as defined in Central, North and South Region for each Lot applied for, any non-compliance in this regard shall lead to disqualification.	Yes
Undertaking from lead bidder on letter head that all items / services will be delivered within agreed timelines after the issuance of purchase order/Contract Signing. Failing to provide items / services within agreed timelines, a penalty will be levied as mentioned in this document.	Yes
Lead partner or one of the consortium partners must have presence in their respective region.	Yes

Evaluation Criteria

Quality and Cost Based Selection (QCBS)

Weightage

Technical Evaluation %	Financial Evaluation %
80	20

Technical Marks	**175**
Passing Marks	**123**
Technical Evaluation Criteria	

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Firm/Bidder Profile : 01 mark per year (Max. 10 Marks) Certificate of (Registered age)–Incorporation / (Form B2) Registration documents (Lead firm's age will be considered) or Registration with relevant authorities (Quantitative)(Doc Required) 10-Years **(10)** 9-Years **(9)** 8-Years **(8)** 7-Years **(7)** 6-Years **(6)** 5-Years **(5)** 4-Years **(4)** 3-Years **(3)** 2-Years **(2)** 1-Year **(1)**	10
Experience of Consortium in Conducting Similar Trainings/ Courses • (Total No. of (40-200) Trainees or Students • 30 days' duration of each) in the field of semiconductor and IC chip design. • Please fill the Form B3 for the above detail and the below evidence must be attached for scoring • 15 marks for Training related to semiconductor and chip design: (3 Marks for each training) • 15 marks for Course's related to semiconductor and chip design: (3 Marks for each course (UG & PG level) • Purchase Orders / Completion certificate and/or signed contracts shall be attached as evidence • (Experience of all consortium members consolidated). For Courses (Industry approved course outline is required). (Qualitative)(Doc Required)	30

Qualification and Competence of the proposed Team Members–Full Time/Part time/ (Form B4-I & B4-II). Relevant work experience of team lead (One project (chip design project / training)) =1.0 mark) (Maximum 5 marks) Relevant experience of the team deployed on this assignment (training on IC Chip Design and Verification) 3 marks for each team member (Maximum 15 marks). Following is the bifurcation of CV to be provided on Form – B4-I Team composition to be provide on Form B4-II and details to be provided on Form B4-I. a) Education and qualifications in relevant field [1 mark maximum] i. 18 years of Education (1 mark) ii. 16 years of Education (0.5 mark) b) Relevant Work Experience [1 mark maximum] i. Number of similar projects / trainings (0.2 marks for each project / training) c) Relevant Professional Certifications [1-mark maximum] i. 0.5 marks for each certification (Qualitative)(Doc Required)	20
Training Methodology The trainings methodology shall include: a. Training Delivery Structure b. Curriculum Integration c. Practical Components d. Assessment and Evaluation e. Soft Skills & Career Support f. Component wise work plan & Timelines (each component carries 05 marks) Detailed Write-up to be provided for each component. (Form B-5-III) (Qualitative)(Doc Required)	30
Financials Strength of the Bidder (requirement can be filled by any of the partner individually or as a consortium). Audited financial statement of at least two financial years out of the last 3 completed financial years (Qualitative)(Doc Required) Average annual Budget of the last 2 years is more than 500 million **(20)** Average annual Budget of the last 2 years is more than 300 Million **(10)** Average annual Budget of the last 2 years is more than 100 Million **(5)**	20
Transfer of Knowledge Submitted Training Plan & Manuals Submission of training plan for PSEB’s designated staff (3 marks) Detailed Training Manuals (7 marks) Note: Fully meets 100% All requirements addressed in detail, with a clear, specific and practicable approach. Largely meets 70% Most requirements addressed; minor gaps or generic content. Partially meets 40% Some requirements addressed; significant gaps. Not addressed 0% Requirement not addressed or not demonstrated. (Qualitative)(Doc Required)	10

Physical & ICT Infrastructure a. Labs equipment relevant to the nature of training (05 Marks) b. Classroom infrastructure (05 Marks) c. EDA Tools availability (10 Marks) Inventory List, Photographs, Licenses for EDA Tools (Form B5-I) (Qualitative)(Doc Required)	20
Industry engagement / support letters Support Letters/MoU/Agreement signed with IC Chip Design/Verification companies working in relevant Industry of the project (02 Marks for each) Support Letters / MOUs / Agreements (Qualitative)(Doc Required)	10
Inclusivity • Inclusion of women, minorities, and differently-abled trainees. (2.5 marks) • Participation consortium members from Tier-II or Tier-III cities (2.5 marks) A supporting write-up is required to be furnished with the proposal (Form B5-II) (Qualitative)(Doc Required)	5
Presentation / Demonstration of the Proposed Solution Onsite presentation of proposed solutions by participating bidders / consortium Note: Fully meets 100% All requirements addressed in detail, with a clear, specific and practicable approach. Largely meets 70% Most requirements addressed; minor gaps or generic content. Partially meets 40% Some requirements addressed; significant gaps. Not addressed 0% Requirement not addressed or not demonstrated. (Qualitative)(Doc Required)	20

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Required Services

Lot Title : Lot-I: Southern Region (Sindh & Balochistan)Training Delivery Model

Bid Security : 3390400 PKR

Position	Delivery Schedule	Quantity
.	**Address:** . **Schedule:** . **Quantity:** 1/job	1/job
Lot-I: Southern Region (Sindh & Balochistan)	**Address:** Southern Region (Sindh & Balochistan) **Schedule:** Within 120 days after signing of contract **Quantity:** 1/job	1/job

Lot Title : Lot-II: Central Region (Punjab)

Bid Security : 3390400 PKR

Position	Delivery Schedule	Quantity

Lot-II: Central Region (Punjab)	**Address:** Lot-II: Central Region (Punjab) **Schedule:** Within 120-days after signing of contract **Quantity:** 1/job	1/job
.	**Address:** . **Schedule:** . **Quantity:** 1/job	1/job

Lot Title : Lot-III: Northern Region (ICT, KP, AJK & GB)

Bid Security : 3390000 PKR

Position	Delivery Schedule	Quantity
Lot-III: Northern Region (ICT, KP, AJK & GB)	**Address:** Lot-III: Northern Region (ICT, KP, AJK & GB) **Schedule:** Within 120-days after signing of contract **Quantity:** 1/job	1/job
.	**Address:** . **Schedule:** . **Quantity:** 1/job	1/job

Related Services :

No

Services Specifications

Lot Title : Lot-I: Southern Region (Sindh & Balochistan)Training Delivery Model

Position: .

Specifications / Requirements:

.

Position: Lot-I: Southern Region (Sindh & Balochistan)

Specifications / Requirements:

To prepare fresh engineering graduates with essential theoretical and practical knowledge that is typically missing from undergraduate curricula, in addition to hands on training fundamentals of chip design and verification methodologies/techniques, making them job-ready for entry into the semiconductor domain. Below is the outline of intended trainings spanned over 04 months and covered in max 500 hours. The consortium is to submit a comprehensive/detailed course details planned to deliver. The respective authority will review the detailed curriculum in line with the below outlines and course objectives and approve or amend, as deemed appropriate.

Lot Title : Lot-II: Central Region (Punjab)

Position: Lot-II: Central Region (Punjab)

Specifications / Requirements:

To prepare fresh engineering graduates with essential theoretical and practical knowledge that is typically missing from undergraduate curricula, in addition to hands on training fundamentals of chip design and verification methodologies/techniques, making them job-ready for entry into the semiconductor domain. Below is the outline of intended trainings

spanned over 04 months and covered in max 500 hours. The consortium is to submit a comprehensive/detailed course details planned to deliver. The respective authority will review the detailed curriculum in line with the below outlines and course objectives and approve or amend, as deemed appropriate.

Position: .

Specifications / Requirements:

.

Lot Title : Lot-III: Northern Region (ICT, KP, AJK & GB)

Position: Lot-III: Northern Region (ICT, KP, AJK & GB)

Specifications / Requirements:

To prepare fresh engineering graduates with essential theoretical and practical knowledge that is typically missing from undergraduate curricula, in addition to hands on training fundamentals of chip design and verification methodologies/techniques, making them job-ready for entry into the semiconductor domain. Below is the outline of intended trainings spanned over 04 months and covered in max 500 hours. The consortium is to submit a comprehensive/detailed course details planned to deliver. The respective authority will review the detailed curriculum in line with the below outlines and course objectives and approve or amend, as deemed appropriate.

Position: .

Specifications / Requirements:

.

Scope of Work

Introduction to PSEB
Pakistan Software Export Board (PSEB) is an entity under the Ministry of IT & Telecom
mandated to act as One Stop Shop on behalf of Government of Pakistan and ensuring of
sustainable growth, development of the industry and enhancing of IT & ITeS exports. One of the
objectives of PSEB is availability of skilled resource equipped with latest technologies for the IT
Industry. In order to help increase the employability and to fill the supply gap for industry-ready
skilled resource, PSEB under the guidance of Ministry of IT and consultation with IT Industry is
initiating a series of HR development program, one of the said programs is equipping of the IT
professionals and ICT & Non-ICT graduates with latest technologies by the ICT Industry
Professionals which will help in enhancing the number and quality of HR workforce available to
Pakistan IT & ITeS industry
2. Introduction to the Project
The National Semiconductor Human Resource Development Program (NSHRDP) is a strategic

initiative aimed at building a skilled and globally competitive workforce in semiconductor design
and development. The program seeks to bridge the talent gap in Pakistan's IC design ecosystem
by launching structured academic and upskilling programs across universities and training
institutes. Through targeted education, hands-on training, and industry collaboration, the project
aims to enable local talent to contribute to global chip design, foster innovation, and attract
investment in Pakistan’s emerging semiconductor sector.
This procurement directly supports overall objective of the project, including:
 Component I: Semiconductor Education & Research Clusters (SERCs): Focused on
formal academic training, this component aims to strengthen undergraduate (BS/BE) and
postgraduate (MS/PhD) programs in electronics, electrical engineering, and computer
engineering disciplines, through access to state-of-the-art Electronic Design Automation
(EDA) tools and compute infrastructure.
 Component II: Upskilling Training Programs (USTPs): Targeting professionals and
industry practitioners, this component seeks to deliver fast-track, modular training in digital
and analog chip design, verification, layout, and embedded systems, aligned with real-world

industrial demands.
 Component III: Centralized Electronic Design Automation (EDA) Tools: This component plays a critical enabling role by providing shared access to industry-standard
EDA software, silicon IP repositories, and remote design environments through a centralized
cloud-based infrastructure. This component ensures that both SERCs and USTPs have the
necessary digital tools and support to deliver high-quality semiconductor education and
training.

Objectives of Procurement

The primary objective of this procurement is to engage capable and experienced academic institutions, training providers, and technical organizations in the design, development, and delivery of outcome-driven, structured training programs focused on semiconductor IC chip design and verification. These programs aim to address the growing demand for skilled semiconductor professionals in Pakistan and align the local talent pool with international industry standards. Specifically, this procurement of trainings services seeks to:

3.1. Build a Scalable Semiconductor Talent Pipeline

Launch and institutionalize tiered training programs (Foundation, Specialized, Expert) that progressively upskill engineering graduates—from basic semiconductor knowledge to project-ready and expert-level capabilities. This includes integrating industry standard EDA tools, industry-standard methodologies, and real-world design practices into the training curriculum.

3.2. Bridge the Skills Gap in IC Design and Verification

Address the critical shortage of hands-on experience among engineering graduates, which has

previously led companies to invest heavily in costly and time-consuming in-house training. By standardizing and externalizing this process through national training initiatives, the burden on industry is reduced and new talent can be integrated more efficiently.

3.3. Enhance Industry Readiness and Employability

Develop a workforce that is deployable from day one through hands-on exposure to industry tools and workflows, collaborative design projects, and domain-specific specialization tracks. Procurement will support training models that include direct industry engagement, mentorship, and job placement.

3.4. Promote Inclusive and Decentralized Access to Semiconductor Training

Encourage participation from institutions across geographic regions to democratize access to specialized training. This will enable a more diverse and inclusive talent pipeline and support national efforts to build semiconductor clusters beyond traditional urban centers.

3.5. Accelerate Ecosystem Development for Fabless IC Design

By seeding trained professionals at multiple levels of expertise (foundation, specialist, expert), this initiative aims to create an enabling environment for startups, multinational R&D centers, and local design houses to scale operations, form seed teams, and undertake complex design projects locally.

3.6. Enable Outcome-Based Funding Linked to Measurable KPIs

Training providers will be held accountable through clearly defined performance metrics, including placement rates, project completion, and industry endorsement. This procurement process will enforce standards and track outputs, ensuring that public investment yieldsmeasurable economic and technological outcomes.

3.7. Catalyze Public-Private-Academic Collaboration

Leverage partnerships between academia, government, and the private sector to aligncurricula, optimize resources (e.g., shared EDA labs), and strengthen Pakistan’s positioningin the global semiconductor value chain.

Through this RFP, NSHRDP seeks committed consortiums with proven experience, and the capacity to deliver USTP program

solutions with comprehensive trainings.

Scope of Work

Level-I (Foundation Course): IC Chip Design and Verification

The selected training institutions/ partners will be responsible for the design, delivery, monitoring, and evaluation of structured upskilling programs of Level-I (Foundation Course) trainings with enhanced course curriculum on IC Chip Design and Verification training. This program will be executed under Component II of the National Semiconductor Human Resource Development Program (NSHRDP), and aim to bridge the skills gap in Pakistan’s semiconductor ecosystem by preparing engineers for industry-aligned, job-ready roles in chip design and verification.

The programs will be designed to include industry-relevant curricula, hands-on labs, project-based learning, and certification linked to performance. The institutions are expected to ensure high-quality instruction, learning outcomes on international standards, and strong linkages with industry for employment, mentorship, and feedback integration.

Training Delivery Model

The trainings will be conducting simultaneously in the regions, as follows:

Lot-I: Southern Region (Sindh & Balochistan)

Lot-II: Central Region (Punjab)

Lot-III: Northern Region (ICT, KP, AJK & GB)

Lot-wise Participation, Evaluation and Award

A consortium may submit a Proposal for the respective LOT based on its geographical presence in the relevant region.

The Technical Proposal shall clearly state the Lot(s) applied for and, for each Lot, the training centre(s) located within the geographical boundaries of that Lot (Clause 5.6, item 9).

A separate Financial Proposal (Form C3) shall be submitted for each Lot applied for.

Technical and financial evaluation shall be carried out separately for each Lot. Criteria relating to centres, labs and infrastructure shall be assessed against the centres proposed for that Lot.

The Proposal obtaining the highest combined score (out of 100%) in a Lot will be recommended for award of contract for that respective Lot, as per Clause 5.9. A separate contract shall be signed for each Lot.

Lot-wise trainings distribution

Lot-I	**Lot-II**	**Lot-III**
350	350	350

The number of trainings mentioned against each station may be changed based on the availability of funds and trainees' enrollment.

Student eligibility criteria:

Graduates 2023 onwards, of following disciplines will be eligible to participate in the trainings: BS/M.Phil Electronic Engineering, Electronics, Software Engineering, Computer Engineering, Electrical Engineering or the related disciplines as approved the competent authority.

Eligibility Condition to Participate in Bidding Process:

No single firm or entity shall be eligible to participate independently. Participation will only be permitted through a consortium comprising academia, companies engaged in chip/semiconductor-related business, and established training centers with demonstrated experience in delivering high-tech training programs. Lead partner or one of the consortium partners must have presence in the Region.

Level-1: Foundation Training (enhanced course outlines) Objective:

To prepare fresh engineering graduates with essential theoretical and practical knowledge that is typically missing from undergraduate curricula, in addition to hands on training fundamentals of chip design and verification methodologies/techniques, making them job-ready for entry into the semiconductor domain. Below is the outline of intended trainings spanned over 04 months and covered in max 500 hours. The consortium is to submit a comprehensive/detailed course details planned to deliver. The respective authority will review the detailed curriculum in line with the below outlines and course objectives and approve or amend, as deemed appropriate.

The bidding consortiums to propose international certifications against the given course outlines preferably free of cost (FoC) or at nominal charges while adding this cost in the BoQ. The procuring agency will do a cost benefit analysis to make an appropriate decision.

Month 1 – Foundations

Goal: Build core programming and digital design skills.

C/C++ for Hardware Engineers

Basics: syntax, control structures, pointers, arrays, strings

Data structures: linked lists, queues, stacks, hash tables

OOP concepts: inheritance, polymorphism, virtual functions, lambdas

Low-level coding: bitwise operations, memory-mapped I/O simulation

Lab: Cache simulator in C++

Digital Logic Design Fundamentals

Boolean algebra, combinational & sequential logic

Finite State Machines (Use relevant tools, to deliver the module)

Timing concepts: setup/hold, metastability, clock domain crossing

Basic protocols: UART, SPI, I^2C

Lab: FSM-based UART controller (behavioral simulation)

Month 2 – RTL Design & Industry Protocols

Goal: Master synthesizable Verilog RTL coding and learn common interface protocols.

RTL Design with Verilog (Dedicated Module)

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Modules, ports, parameters, generate blocks

Combinational logic (always @(*), blocking assignments)

Sequential logic (always @(posedge clk), non-blocking assignments, resets)

FSM design patterns, avoiding latches

Hierarchical design & parameterization

Tool Flow:

Simulate RTL in tools (Use relevant tools, to deliver the module)

Lint (Use relevant tools, to deliver the module)

Synthesize (Use relevant tools, to deliver the module)

Lab: ALU, FIFO, and a 2-way set associative cache controller

Industry Protocols & Integration

AMBA bus standards: AXI, AHB, APB

Protocol design considerations

Simple DMA engine design

Lab: AXI-lite slave RTL module with APB bridge

Month 3 – ASIC Flow, SystemVerilog & Verification

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Goal: Transition to verification coding and understand ASIC tool flows.

ASIC Design Flow (Use relevant tools, to deliver the module)

RTL → GDSII overview

Linting & CDC analysis

Synthesis & constraints

Static Timing Analysis

Floor planning & routing basics

Lab: Synthesize AXI-APB bridge, run STA, basic floorplan,

SystemVerilog for Design & Verification (Use relevant tools, to deliver the module)

Synthesizable vs non-synthesizable constructs

Interfaces, modports, virtual interfaces

OOP in SV, constrained randomization

Coverage: functional & code

Assertions (SVA) basics

Lab: Layered testbench for FIFO in System Verilog (Use relevant tools, to deliver the module)

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Month 4 – Verification & Final Project

Goal: Build a UVM verification environment and complete a full design + verification cycle.

UVM (Universal Verification Methodology)

Testbench architecture, agent, sequencer, driver, monitor

Factory & configuration methods

Sequence items & stimulus generation

Scoreboarding & coverage closure

Register Abstraction Layer (RAL)

Lab: UVM environment for AXI-APB bridge or FIFO

Final Integrated Project (Student Choice)Options:

Protocol controller (AXI-Stream to FIFO)

DSP accelerator (e.g., FIR filter)

Memory controller (SRAM/DDR interface, simplified)

Optional: Extend a small RISC-V core with a custom instruction Flow:

Frontend: RTL coding, linting, synthesis

Backend: STA (PrimeTime or equivalent), simple floorplan

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Verification: UVM environment, functional & code coverage, assertions (Use relevant tools, to deliver the module)

Deliverables:

RTL & verification code in Git report

Synthesis scripts & reports

Coverage reports

Final documentation & presentation **Optional Short Module – Processor Architecture** (For students interested in CPU design; 1–1.5 weeks)

Basic 3/5-stage pipeline

Instruction decode, execute, memory, writeback

Hazards & forwarding

Integration with AMBA bus

Lab: Add a simple custom instruction to a small CPU core

Additional Skills

Coverage closure strategies

Writing design & verification specificationsCode review best practices

General Responsibilities for All Training Providers' Consortium

Following responsibilities will apply:

Selection Process: Conduct open, merit-based admissions (with geographic inclusivity)

Quality Assurance: Follow national standards and international benchmarks for content and delivery.

Monitoring & Reporting: Submit weekly reports, maintain attendance logs, record feedback.

Facilities: Ensure access to well-furnished labs equipped with high specific workstations, EDA tools, internet, and technical support.

Assessment: Develop pre- and post-assessments, quizzes, capstone evaluations

Placement & Impact Tracking: Report employment stats post-training, maintain alumni database

Coordination with PIU: Attend review meetings, respond to compliance checks, facilitate audits.

Proposal Requirements

All bidding consortiums are required to submit a complete proposal package comprising a Technical Proposal and a Financial Proposal in separate sealed envelopes (or folders if digital). The proposals must be clearly labeled and submitted by the deadline mentioned in the RFP. Incomplete proposals or those not meeting the format requirements will be rejected.

Technical Proposal

The Technical Proposal must demonstrate the applicant’s understanding of the program, their technical capacity to deliver the training, and a clear roadmap for execution and outcomes. It should include the following sections:

Institutional Profile

Overview of the applying organizations/consortium

Legal status and relevant registrations (HEC, SECP, etc.)

Vision, mission, training expertise and relevance to semiconductor industry

Key personnel and their qualifications

Relevant Experience

Summary of past experience in delivering similar technical or IC design training programs.

Evidence of R&D projects, industry collaborations, or semiconductor-related academic initiatives.

At least two (2) relevant training/project summaries (with outcomes).

Proposed Training Plan

Training levels being applied for Level-1, with enhanced course curriculum spanned over 04 months and covered in max 500 hours.

Proposed curriculum and module outlines.

Weekly training schedule and structure (lab vs lecture hours)

Training methodology (hands-on, blended, flipped, etc.)

Certification plan (pre/post assessments, project review, exams)

Trainer and Staff Details

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Detailed CVs with qualifications and semiconductor-specific experience.

Availability and commitment duration.

Lab Infrastructure and Tool Access

Description of on-site or virtual lab facilities.

Availability or access plan for EDA tools.

Number of workstations, licenses, and usage plan.

Partnerships and Industry Linkages

Letters of support or signed MoUs with companies for project collaboration and trainees’ placement.

Strategy for involving industry experts in mentorship or curriculum input.

Placement support model.

Monitoring and Reporting Mechanism

Tools or systems for trainee tracking, attendance monitoring, and feedback collection.

Format of progress and performance reports.

Mechanism for evaluating program impact.

Sustainability and Scale Plan

Plan for sustaining and scaling the training beyond the current cycle.

Institutional commitment to integrate into regular offerings (if applicable).

Financial Proposal

The Financial Proposal must present a transparent, detailed, and justifiable budget for the proposed training programs on per trainee basis. It should include:

Budget Breakdown

Per trainee cost

The financial proposal shall include the cost of each element involved in the delivering the specified trainings like, Trainer and staff honoraria, Lab infrastructure and operational costs, Software/tools access or licensing, Utilities and overheads, Materials and printing, Monitoring and administration.

Batch-wise Cost Summary

Cost estimates based on proposed batch size (maximum trainees per batch shall not exceed than 40).

Multiple batch scenarios (if applicable).

Payment Milestones

Sr. #	Deliverables	%age of Contract Amount
1	Submission of : 1. Training Curriculum 2. Outreach + Engagement to conduct test for selection of most suitable trainees 3. Final announcement of selected trainees	15%
2	Completion of 33% trainings hours	20%
3	Completion of 66% of training hours	20%
4	Completion of 100% training hours	20%
5	Post Training Assistance and 60% Job Placement • 15% Payment on 40% job placement • 10% Payment on 20% of remaining job placement	25%

Note: Further the payment milestone will be finalized at the time of signing contract & as per the budget availability.

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Only those proposals that meet the eligibility criteriaand are deemed technically responsive (achieving the minimum qualifying score of 70% in the technical evaluation) will proceed to the financial evaluation stage.

Brief Description

.Terms of Reference

The Successful Bidder (Training Provider) is expected to deliver the following services:

Comprehensive Program Delivery & Support

The training provider shall ensure uninterrupted delivery of the approved Upskilling Training Program, including:

- Continuous academic and technical support for the duration of the training program.
- Access to trainers, mentors, and industry experts for participant guidance.
- Provision of up-to-date learning materials, courseware, and software access as per curriculum requirements.
- Resolution of trainee queries and training-related issues within agreed turnaround times.
- Support for final project execution, including access to relevant tools, platforms, and resources.
- Facilitation of industry-driven activities such as guest lectures, seminars, and mentorship sessions.
- Submission of periodic training progress reports and attendance records to PSEB.

- **27October202610:29:45AM**

  Enabling successful completion of industry-aligned projects and ensuring trainees meet competency benchmarks.

- Providing post-training support for at least 3 months, including career guidance and placement facilitation.

1. Maintenance of Training Infrastructure & Resources

- Ensure that all training facilities, labs, equipment, and software remain fully operational throughout the program.
- Provide immediate troubleshooting and resolution in case of equipment/software failures or content access issues.
- Maintain backups of course materials, project data, and assessments.
- Guarantee access to online learning platforms and tools without interruption.
- Clearly indicate the point(s) of presence in Pakistan for training support and coordination.

Delivery Timeline

To ensure timely execution and alignment with the objectives of the National Semiconductor Human Resource Development Program (NSHRDP), the selected vendor is required to complete the entire delivery within the stipulated training program within timeline.

Training Delivery and Implementation Period

• All approved training programs, including curriculum setup, trainer mobilization, lab readiness, and provisioning of required software tools, must be started within the agr

- agreed timelines in the contract and from the date of contract award.
- Any delay beyond the stipulated timeline will result in liquidated damages or penalties as per the contract terms as mentioned under clause#5.7, unless officially extended by PSEB due to documented force majeure circumstances or approval of Project Steering Committee.

1. Commissioning Requirements

The commissioning process for the Upskilling Training Program shall include:

- Full implementation of the approved curriculum, including integration of industry-aligned modules.
- Verification of training facilities, labs, and software tools required for the program.
- Deployment and configuration of any required digital learning platforms and access credentials for all trainees.
- Submission of a commissioning checklist and training readiness report to PSEB.
- No batch will be commenced without the explicit approval of PSEB’s designated authority.

Acceptance Testing

Final acceptance of the training program will be contingent upon:

- On-site validation of training facilities and resources by PSEB’s designated representatives.
- Successful delivery of a trial training session to evaluate trainer preparedness and content quality.

- Demonstration of trainee access to all required tools, platforms, and materials.

Formal sign-off from the NSHRDP Technical Lead and Program Coordinator confirming readiness to commence full-scale training

Financial Evaluation (Total Weight: 20%)
Financial proposals will be evaluated for cost-efficiency and value-for-money separately for each Lot.
Note: The lowest responsive bid in each Lot will receive full marks; others in that Lot will be scored proportionally using a formula (e.g., [Lowest Bid ÷ Bidder's Cost] × 20).
Final Selection
The final score will be calculated as follows:

- Technical Proposal: 80%
- Financial Proposal: 20%
- Total Maximum Score: 100 Points

Consortium Participation:
Participation in the subject RFP will be only through a consortium comprised entities complying eligibility criteria. Consortiums may include academic institutions, training providers, and industry partners, combining their expertise to deliver various aspects of the training program. A formal consortium agreement outlining roles, responsibilities, must be submitted with the proposal. The lead local partner will be solely accountable to the PIU for coordination, reporting, and financial compliance.

Preparation of Proposal
8.1. Language of the Proposal
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.

8.2. Proposal Currency

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

8.3. Period of Validity of Proposal

Proposals shall remain valid for 180 days from the last date of proposal submission as provided in the RFP document. In exceptional circumstances, the procuring agency may solicit the Bidder’s consent to an extension of the period of validity without any material changes in the Bidding Document.

8.4. Supporting Documents

While preparing the Technical Proposal, the Bidder shall ensure that it provides the Company with documentary evidence. Bid evaluation committees will evaluate Proposals solely on the basis of documentary evidence submitted in accordance with evaluation criteria described in this Bidding Document.

8.5. Cost of Preparing Proposal

All costs of preparing Proposal and of negotiating with Company, including visits for discussion with Company, are the sole responsibility of the bidding consortium and not reimbursable.

8.6. Proposal Documents

The Proposal, with serial number of each page should comprise the following:

Technical Proposal

Technical Proposal must consist of the following:

a) Checklist (Mandatory Documents required with the Proposal)

b) Technical Proposal Submission – Form B1

c) Firms/Bidders Profile – Form B2

d) Relevant Experience of the Firm/Bidder – Form B3

e) Qualification, Total Experience and professional Certification/Membership – Form B4-I

Composition of Proposed Project Management Team with Organogram – Form B4-II
g) Details of Physical & ICT Infrastructure – Form B5-I
h) Inclusivity – Form B5-II
i) Training Methodology – Form B5-III Transfer of Knowledge – Form B5-IV Industry Engagement / Support Letters – Form B5-V
Technical Proposal shall detail the capability and experience of delivering the services specified in the ToR..
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.
Financial Proposal
Financial Proposal must consist of the following:
a) Financial Proposal Submission Form– Form C1
b) Summary of costs – Form C2
c) Format of Financial Bid – Form C3

Contact info for Queries
For any technical queries, following contact may please be approached:

1. Dr. Adil Masood
Director Curricullum-M&E(NSHRDP) PSEB
Email: amasood@pseb.org.pk
2. Mr. Asif Bashir

Director Training & Placement

abalmani@pseb.org.pk
For general queries, please contact:
3. Mr. Rao Muhammad Arif Khan

Manager Procurement

Email: rarif@pseb.org.pk

Pakistan Software Export Board, 6th Floor New State life Building, Blue area, Islamabad

Price Schedule

For Individual Positions

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

For Lots

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

PUBLIC PROCUREMENT REGULATORY AUTHORITY
(PPRA)
EPADS

General Conditions of Contract

A. General

1. **Definitions**

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

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

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

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

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

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

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

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

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

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

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

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

1.1.12. “Government” means the Government of Pakistan;

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

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

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

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

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

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

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

2. **Applicable Law**

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

3. **Language**

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

4. **Notices**

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

5. **Location**

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

6. **Authorized Representatives / Authority of Member in charge**

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

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

7. **Effectiveness of Contract**

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

8. **Commencement of Services**

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

9. **Program schedule**

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

10. **Starting Date/Expiration Date**

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

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

11. **Entire Agreement**

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

12. **Modification**

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

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

13. **Force Majeure**

13.1. **Definition**

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

13.2. **No Breach of Contract**

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

13.3. **Extension of Time**

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

13.4. **Payments**

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

14. **Termination**

14.1. **By the Procuring Agency**

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

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

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

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

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

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

14.2. **By the Contractor**

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

14.2.1. If the Procuring Agency fails to pay any money due to the Contractor pursuant to this Contract and not subject to dispute within thirty (30) calendar days after receiving written notice from the Contractor that such payment is overdue;

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

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

14.2.4. If the Procuring Agency is in material breach of its obligations pursuant to this Contract and has not remedied the same within thirty (30) days (or such longer period as the Bidder may have subsequently approved in writing) following the receipt by the Procuring Agency of the Contractor's notice specifying such breach.

C. Obligations of the Contractor

15. **General**

15.1. **Standard of Performance**

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

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

15.2. **Law Applicable to Services**

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

16. **Conflict of Interests**

16.1. **Contractor Not to Benefit from Commissions and Discounts**

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

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

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

16.3. **Prohibition of Conflicting Activities**

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

16.3.1. during the term of this Contract, any business or professional activities in the Government's country which would conflict with the activities assigned to them under this Contract;

16.3.2. during the term of this Contract, neither the Contractor nor their Subcontractors shall hire public employees in active duty or on any type of leave, to perform any activity under this Contract;

16.3.3. after the termination of this Contract, such other activities as may be specified in the **SCC.**

17. **Insurance to be Taken Out by the Contractor**

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

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

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

18.1.1. appointing such members of the Personnel not provided by the Contractor;

18.1.2. changing the Program of activities; and

18.1.3. any other action that may be specified in the **SCC.**

19. **Reporting Obligations**

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

20. **Liquidated Damages**

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

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

20.3. **Lack of performance penalty**

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

21. **Performance Guarantee**

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

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

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

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

22. **Sustainable Procurement**

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

D. Contractor's Personnel

23. **Description of Personnel**

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

24. **Removal and / or Replacement of Personnel**

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

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

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

E. Obligations of the Procuring Agency

25. **Change in the Applicable Law**

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

26. **Services and Facilities**

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

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

F. Payments to the Contractor

27. **Contract Price**

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

28. **Terms and Conditions of Payment**

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

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

29. **Quality Control Identifying Defects**

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

30. **Correction of Defects, and Lack of Performance Penalty**

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

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

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

31. **Settlement of Disputes Amicable Settlement**

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

32. **Dispute Settlement**

32.1. **Arbitration**

32.1.1. **Alternate Dispute Resolution (ADR),** After coming into force of the procurement contracts, disputes, between the parties to the contract may be settled by one or more alternate dispute resolution methods including
Arbitration. Where an Alternate Dispute Resolution process other than Arbitration may not lead to an amicable settlement of dispute, Arbitration shall be resorted to.

32.1.2. The procuring agency shall specify mechanism for the appointment of an arbitrator expressly in the contract and the competent authority who shall appoint the arbitrator.

32.1.3. The laws of Pakistan shall apply to an arbitration unless specifically agreed to otherwise in the contract.

Special Conditions of Contract

SECTION VIII. SPECIAL CONDITIONS OF CONTRACT

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

Number of GC Clause

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

Definitions

The Procuring Agency is: Pakistan Software Export Board` (Pakistan Software Export Board), Project Director IFC BUILDING - Pakistan Software Export Board Second Floor 5-A Constitution Ave, F-5/1 F-5, Islamabad, 46000

Contractor is:

The title of the subject procurement is:PROCUREMENT OF SERVICES FOR UPSKILLING TRAINING PROGRAM (USTP) FOR THE PROJECT "NATIONAL SEMICONDUCTOR HUMAN RESOURCE DEVELOPMENT PROGRAM (NSHRDP) PHASE-I"

Number of GC Clause 2

Applicable/Governing Law:

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

Number of GC Clause 3

Language:

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

Number of GC Clause 4

Notices:

The addresses for the notices are:

Procuring Agency:

Pakistan Software Export Board` (Pakistan Software Export Board), Project Director
IFC BUILDING - Pakistan Software Export Board Second Floor 5-A Constitution Ave, F-5/1 F-5, Islamabad, 46000
+92-313-228-5032
skashif@pseb.org.pk

Contractor/ Bidder:

[Name, address and telephone number].

The Contractor/ Bidder's Representative(s)

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

Number of GC Clause 6.1

The Authorized Representatives are:

For the Procuring Agency:

Pakistan Software Export Board` (Pakistan Software Export Board), Project Director
IFC BUILDING - Pakistan Software Export Board Second Floor 5-A Constitution Ave, F-5/1 F-5, Islamabad, 46000
+92-313-228-5032
skashif@pseb.org.pk

For the Bidder:

Name: ……

Designation: ……..

Address: ……..

Number of GC Clause 7

Effectiveness of the contract

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

Number of GC Clause 8

Commencement of Contract:

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

Number of GC Clause 10.2

Expiration of Contract:

The time period shall be …….

Number of GC Clause 14

Termination

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

Number of GC Clause 16

Conflict of Interest:

The Procuring Agency reserves the right to determine on a case-by-case basis whether the Bidder should be disqualified from providing goods or services due to a conflict of a nature described in Clause GCC 16**.**

Number of GC Clause 20

Liquidated Damages

If the Bidder fails to provide services as required under the contract or in case of any data loss/data breach or any incident compromising the data security or other such failures related to any services, the Bidder shall pay to the Procuring Agency as Liquidated Damages at a rate of **0.03%** to **2.00%** of the Contract value, in accordance with the extent of performance failure & the cost of investigating such incidents as judged by the Authority.

Number of GC Clause 21

Performance Guarantee:
Instrument of Performance Guarantee shall be in the Name of : **Pakistan Software Export Board`**

The amount of performance guarantee shall be 5.00% of the contract price in acceptable form of Pay Order, Bank Guarantee

Number of GC Clause 27

Currency of Payment:

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

Number of GC Clause 28

Payment terms:

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

Number of GC Clause 29

Identifying Defects:

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

Number of GC Clause 31

Following is the guidance for Dispute Resolution

i. If any dispute of any kind whatsoever shall arise between the Authority and the Bidder in connection with or arising out of the Contract, including without prejudice to the generality of foregoing, any question regarding its existence, validity, termination and the execution of the Contract – whether during developing phase or after their completion and whether before or after the termination, abandonment or breach of the Contract – the parties shall seek to resolve any such dispute or difference by mutual diligent negotiations in good faith within 14 (fourteen) days following a notice sent by one Party to the other Party in this regard**.**

ii. At future of negotiation the dispute shall be resolved through mediation and mediator shall be appointed with the mutual consent of the both parties**.**

iii. At the event of failure of mediation to resolve the dispute relating to this contract such dispute shall finally be resolved through binding Arbitration by sole arbitrator in accordance with Arbitration Act 1940. The arbitrator shall be appointed by mutual consent of the both parties**.** The Arbitration shall take place in Islamabad, Pakistan and proceedings will be conducted in English language.

iv. The cost of the mediation and arbitration shall be shared by the parties in equal proportion however the both parties shall bear their own costs and lawyer's fees regarding their own participation in the mediation and arbitration. However, the Arbitrator may make an award of costs upon the conclusion of the arbitration making any party to the dispute liable to pay the costs of another party to the dispute**.**

v. Arbitration proceedings as mentioned in the above clause regarding resolution of disputes may be commenced prior to, during or after completion of the contract.

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

Arbitrator's fee:

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

Appointing Authority for Arbitrator:

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

Rules of procedure for arbitration proceedings:

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

Place of Arbitration and Award:

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

Bid Securing Declaration

Form 9: Bid Securing Declaration

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

Bid No.:***P174105***

To: **Pakistan Software Export Board` (Pakistan Software Export Board), Project Director IFC BUILDING - Pakistan Software Export Board Second Floor 5-A Constitution Ave, F-5/1 F-5, Islamabad, 46000**

We, the undersigned, declare that:

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

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

1. have withdrawn or modified our Bid during the period of Bid Validity specified in the Form of Bid;

2. Disagreement to arithmetical correction made to the Bid price; or

3. having been notified of the acceptance of our Bid by the Procuring Agency during the period of Bid Validity, (i) failure to sign the contract if required by Procuring Agency to do so or (ii) fail or refuse to furnish the Performance Security or to comply with any other condition precedent to signing the contract specified in the Bidding Documents.

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

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

Contract Form

SECTION IX: CONTRACT FORMS

THIS AGREEMENT made the _____ day of _____ 20_____ between **Pakistan Software Export Board` (Pakistan Software Export Board), Project Director IFC BUILDING - Pakistan Software Export Board Second Floor 5-A Constitution Ave, F-5/1 F-5, Islamabad, 46000**

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

WHEREAS the Procuring Agency invited Bids for provision of goods, viz., **PROCUREMENT OF SERVICES FOR UPSKILLING TRAINING PROGRAM (USTP) FOR THE PROJECT "NATIONAL SEMICONDUCTOR HUMAN RESOURCE DEVELOPMENT PROGRAM (NSHRDP) PHASE-I" (*P174105*)** and has accepted a Bids by the Bidder for the provision of Services in the sum of *[contract price in words and figures]* (hereinafter called "the Contract Price").

NOW THIS CONTRACT WITNESSETH AS FOLLOWS:

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

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

1. This form of Contract;
2. the Form of Bids and the Price Schedule submitted by the Bidder;
3. the Schedule of Requirements;
4. the Technical Specifications;
5. the Special Conditions of Contract;
6. the General Conditions of the Contract;
7. the Procuring Agency's Letter of Acceptance; and
8. [*add here: any other documents*]

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

4. The Procuring Agency hereby covenants to pay the Bidder in consideration of the provision of Goods and the remedying of defects therein, the Contract Price or such other sum as may become payable under the provisions of the contract at the times and in the manner prescribed by the contract.

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

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

Witness to the signatures of the Procuring Agency:

……

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

Witness to the signatures of the Bidder: ……

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Integrity Pact

Integrity Pact

DECLARATION OF FEES, COMMISSION AND BROKERAGE ETC. PAYABLE BYTHE SUPPLIERS OF GOODS, SERVICES & WORKS IN CONTRACTS WORTH RS.10.00 MILLION OR MORE

Contract Number: Contract Value: Contract Title:

Dated:

[Name of Supplier] hereby declares that it has not obtained or induced the procurement of any contract, right, interest, privilege or other obligation or benefit from Government of Pakistan or any administrative subdivision or agency thereof or any other entity owned or controlled by it (GoP) through any corrupt business practice.

Without limiting the generality of the foregoing [Name of Supplier] represents and warrants that it has fully declared the brokerage, commission, fee etc. paid or payable to anyone and not given or agreed to give and shall not give or agree to give to anyone within or outside Pakistan either directly or indirectly through any natural or juridical person, including its affiliate, agent, associate, broker, consultant, director, promoter, shareholder, sponsor or subsidiary, any commission, gratification, bribe, finder's fee or kickback, whether described as consultations fee or otherwise, with the object of obtaining or inducing the procurement of a contract, right, interest, privilege or other obligation or benefit in whatsoever form from GoP, except that which has been expressly declared pursuant hereto.

[Name of Supplier] certifies that it has made and will make full disclosure of all agreements and arrangements with all persons in respect of or related to the transaction with GoP and has not taken any action or will not take any action to circumvent the above declaration, representative or warranty.

[Name of Supplier] accepts full responsibility and strict liability for making and false declaration, not making full disclosure, misrepresenting fact or taking any action likely to defeat the purpose of this declaration, representation and warranty. It agrees that any contract, right interest, privilege or other obligation or benefit obtained or procured as aforesaid shall, without prejudice to any other right and remedies available to GoP under any law, contract or other instrument, be voidable at the option of GoP.

Notwithstanding any rights and remedies exercised by GoP in this regard, [Name of Supplier] agrees to indemnify GoP for any loss or damage incurred by it on account of its corrupt business practices and further pay compensation to GoP in an amount equivalent to ten time the sum of any commission, gratification, bribe, finder's fee or kickback given by [Name of Supplier] as aforesaid for the purpose of obtaining or inducing the procurement of any contract, right, interest, privilege or other obligation or benefit in whatsoever form from GoP.

Performance Guarantee Form

Performance Guarantee Form

To: **Pakistan Software Export Board` (Pakistan Software Export Board), Project Director IFC BUILDING - Pakistan Software Export Board Second Floor 5-A Constitution Ave, F-5/1 F-5, Islamabad, 46000**

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

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

AND WHEREAS we have agreed to give the Bidders guarantee:

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

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

Signature and seal of the Guarantors

_____

[name of bank or financial institution]

_____

[address]

_____

[date}

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Annexure

Annexure – C3 - Format of Financial Bid

Financial Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Annexure – C3 - Format of Financial Bid** (page number: 103)

Annexure – D – Undertaking Regarding GST Exemption and Indemnification (On Letter Head)

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Annexure – D – Undertaking Regarding GST Exemption and Indemnification (On Letter Head)** (page number: 105)

B1. Technical Proposal - Submission Form

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **B1. Technical Proposal - Submission Form** (page number: 107)

B2. Lead Firm/Bidder Profile

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **B2. Lead Firm/Bidder Profile** (page number: 109)

B3. Relevant Experience of the firm/Bidder

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **B3. Relevant Experience of the firm/Bidder** (page number: 111)

B5-I – Details of Physical & ICT Infrastructure

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **B5-I – Details of Physical & ICT Infrastructure** (page number: 112)

B5-II – Inclusivity

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **B5-II – Inclusivity** (page number: 114)

B5-III – Training Methodology

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **B5-III – Training Methodology** (page number: 116)

B5-IV – Transfer of Knowledge

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **B5-IV – Transfer of Knowledge** (page number: 118)

B5-V – Industry Engagement / Support Letters

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **B5-V – Industry Engagement / Support Letters** (page number: 119)

C1- Financial Proposal Submission Form

Financial Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **C1- Financial Proposal Submission Form** (page number: 120)

C2. – Summary of Costs

Financial Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **C2. – Summary of Costs** (page number: 122)

B4-II – Composition of Proposed Project Management Team with Organogram

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **B4-II – Composition of Proposed Project Management Team with Organogram** (page number: 124)

B4-I. – Qualification, Total Experience and professional Certification/Membership

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **B4-I. – Qualification, Total Experience and professional Certification/Membership** (page number: 126)

Annexure-A Compliance Sheet

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Annexure-A Compliance Sheet** (page number: 128)

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Procurement Forms

PUBLIC PROCUREMENT REGULATORY AUTHORITY
(PPRA)
EPADS

PUBLIC PROCUREMENT REGULATORY AUTHORITY
(PPRA)
EPADS

Additional Forms and Documents

Annexure – C3 - Format of Financial Bid

Annexure – C3 - Format of Financial Bid

Lot No.:_____(Lot-I Southern / Lot-II Central / Lot-III Northern). A separate Form C3 shall be submitted for each Lot applied for.

Cost offered below will be considered as inclusive of all type of charges and taxes. It will also be inclusive of all type of supplies and services required as per tender documents. The cost of training shall be quoted on per trainee basis, and must include the cost of trainers, classrooms, computer labs, venues, cost of conducting and evaluating entry tests as per following format:

Sr. No	Name of item	No. of Trainees	Duration	Cost/ Trainee	GST	Unit Cost including GST	Total Cost PKR.
1.	Upskilling Training Program (Level-I) as outlined under clause# 4.6	Please refer to clause# 4.3	500 hours of training per trainee				
2.	Stationery, and course content per student		for entire length of the program				
3.	Refreshment for each student for every scheduled training session		for entire length of the program				
	GRAND TOTAL						

Note: Based on the availability of the funds, demand from the industry and/or availability of the trainees, PSEB reserves the right to change the number of the trainees and other listed items for any of the above listed courses and stations.

Authorized Signature/Stamp Date

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS 27 October 2026 10:29:45 AM

Annexure – D – Undertaking Regarding GST Exemption and Indemnification (On Letter Head)

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Annexure – D – Undertaking Regarding GST Exemption and Indemnification (On Letter Head)

UNDERTAKING REGARDING SALES TAX EXEMPTION AND INDEMNIFICATION

Date: _____

TO WHOM IT MAY CONCERN

Subject: Undertaking Regarding Applicability of Sales Tax for Services under the Project National Semiconductor HR Development Program Phase-I

We, M/s_____, having our principal place of business at

_____do hereby solemnly affirm, declare, and undertake as follows:

1. That the Institution is a duly recognized educational institution under the applicable laws and regulations of Pakistan and that the training services being offered to PSEB - Pakistan Software Export Board under the project titled National Semiconductor HR Development Program Phase-I.

2. fall within the scope of educational services.

3. That, in view of the nature of services to be provided under the aforementioned project, Sales Tax is currently not applicable to the Institution as per the relevant provisions of law.

4. That if, at any point in the future, the services rendered under the said project are categorized or determined by the relevant tax authorities as non-educational and therefore subject to Sales Tax, the Institution hereby accepts full responsibility for the payment of any such Sales Tax liability, including but not limited to any penalties, fines, surcharges, or other related costs.

5. That the Institution further undertakes to fully indemnify and hold harmless PSEB-Pakistan Software Export Board, its officers, employees, and agents, from any direct or indirect liability, claim, cost (including legal costs), or consequences arising from the misclassification or incorrect tax treatment of the services rendered under this project.

6. This undertaking is being submitted in good faith and with full understanding of its legal implications.

B1. Technical Proposal - Submission Form

e-Pak Acquisition and Disposal System (EPADS) generated document | © 2026

1.1. B1. Technical Proposal - Submission Form

To: Project Director
Pakistan Software Export Board
6th Floor New Statelife Building, Blue area, Islamabad
Islamabad, Pakistan
Tel: +92-51- 111 333 666
Fax: +92-51- 921-9075
Email: NSHRDP@pseb.org.pk
Islamabad, Pakistan

Sir,

We, the undersigned, offer to provide the services for execution of **"Procurement of Services for Upskilling Training Program for the Project "National Semiconductor Human Resource Development Program (NSHRDP) Phase-I)" in accordance with your Request for Proposal dated xxx 2026.** for Lot No(s). _____ We are hereby submitting our Proposal, which includes this Technical Proposal and Financial Proposal on EPADS 2.0 (https://epads.gov.pk/).

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 180 calendar days from the date of advertisement.

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

Yours sincerely,

Authorized Signature:

Name and Title of Signatory:

Name of Firm: Address:

e-Pak Acquisition and Disposal System (EPADS) generated document | © 2026

B2. Lead Firm/Bidder Profile

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS
27 October 2026 10:29:45 AM

1.1. B2. Lead Firm/Bidder Profile

Sr. #	Criteria	Response
1	Profile of the agency: i. Registered age of Firm ii. Names of Managers/ Owners/ CEO/ Directors/ Partners	
2	i. Location of Firm office/sub office ii. Number of relevant employees including their Names & Designations, Contact Numbers & Branch contact numbers	
3	Financial Position i. Name of Banks ii. Certificate of Financial position iii. Letter of Credit line of PKR 100 million from Bank for the period of one year from proposal submission date /Audited financial statement of at least two financial years out of the last 3 completed financial years. (requirement can be filled by any of the partner individually or as a consortium) iv. Tax Registration (NTN/STN/FTN)	

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS
27 October 2026 10:29:45 AM

21.3. B3. Relevant Experience of the firm/Bidder

Experience of Consortium in Conducting Similar Trainings/ Courses (Total No. of (40-200) Trainees or Students and 30 days' duration of each) in the field of semiconductor and IC chip design. Purchase Orders / Completion certificate and/or signed contracts shall be attached as evidence (Experience of all consortium members consolidated). For Courses (Industry approved course outline is required).

Sr.	Type (Training / Course) & Project Synopsis	Name and contact details of Focal Person of Bidder	Client Name, Organization, Focal Person Name & Phone Numbers	Training/ Course duration (Start & End Date)	Number of Trainees/ Courses	Training/Course worth in PKR.
1						
2						
3						
4						

*Please attach relevant documents to corroborate your information.

Note: (Evaluation Criteria), Item 2 (Form B3), entries marked as "Training" and entries marked as "Course" are scored separately (15 marks each, 3 marks per entry, maximum 5 entries per category). Bidders must indicate the Type against each entry above. Entries marked as "Course" must be supported by an industry-approved course outline; entries marked as "Training" must be supported by the purchase order/completion certificate or signed contract as evidence, and must relate to a batch of 40-200 trainees/students of at least 30 days' duration.

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS 27 October 2026

B5-I – Details of Physical & ICT Infrastructure

e-Pak Acquisition and Disposal System (EPADS) generated document | © 2026

1.1. B5-I – Details of Physical & ICT Infrastructure

Details of Physical & ICT Infrastructure including (to be provided separately for the centres proposed in each Lot applied for):

Sr.#	Deliverables	Details / Evidence (Inventory List, Photographs, EDA Tool Licenses)
1.	Labs equipment relevant to the nature of training (05 Marks)	
2.	Classroom infrastructure (05 Marks)	
3.	EDA Tools availability (10 Marks)	

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS
27 October 2026 10:29:45 AM

B5-II – Inclusivity

B5-II – Inclusivity

Sr.#	Deliverables	Number of Participants
1	Inclusion of women, minorities, and differently-abled trainees	
2	Participation consortium members from Tier-II or Tier-III cities. Note: Tier 2 cities are rapidly developing, medium-sized commercial hubs (e.g., Faisalabad, Multan, Sialkot, Peshawar, Rawalpindi). Tier 3 cities are smaller, developing towns with emerging market potential (e.g., Larkana, Sheikhupura, Gwadar, Abbottabad)	

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

B5-III – Training Methodology

e-Pak Acquisition and Disposal System (EPADS) generated document | © 2026

1.1. B5-III – Training Methodology

1.	Training Delivery Structure	
2.	Curriculum Integration	
3.	Practical Components	
4.	Assessment and Evaluation	
5.	Soft Skills & Career Support	
6.	Component wise work plan & Timelines	

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

21.8. B5-IV – Transfer of Knowledge

To be completed (Evaluation Criteria), Item 6 - Transfer of Knowledge (10 marks: 3 marks for submission of a training plan for PSEB's designated staff, 7 marks for detailed training manuals).

Sr.#	Deliverable	Reference / Attachment
1.	Submission of training plan for PSEB's designated staff (3 marks)	
2.	Detailed Training Manuals (7 marks)	

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

21.9. B5-V – Industry Engagement / Support Letters

To be completed (Evaluation Criteria), Item 8 - Industry Engagement / Support Letters (10 marks: 02 marks for each Support Letter/MoU/Agreement signed with IC Chip Design/Verification companies working in the relevant industry of the project; maximum 5 entries). Please attach copies of the referenced Support Letters/MoUs/Agreements.

Sr.#	Company Name	Nature of Engagement (Support Letter/MoU/Agreement)	Attachment Reference
1.			
2.			
3.			
4.			
5.			

21 October 2026 10:29:45 PM
PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

C1- Financial Proposal Submission Form

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

C1- Financial Proposal Submission Form

To: Project Director
Pakistan Software Export Board
6th Floor New Statelife Building, Blue area,
Islamabad Islamabad, Pakistan
Tel: +92-51- 111 333 666
Fax: +92-51- 921-9075
Email:
NSHRDP@pseb.org.pk
Sir,

We, the undersigned, offer to provide services for execution of **"Procurement of Services for Upskilling Training Program for the Project "National Semiconductor Human Resource Development Program (NSHRDP) Phase-I)"** project for Lot No. in accordance with your Request for Proposal dated xxx xxx 2026 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 180 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:

C2. – Summary of Costs

C2. – Summary of Costs

Lot No.:_____(Lot-I Southern / Lot-II Central / Lot-III Northern)

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

Based on the availability of allocated funds, PSEB reserves the right to determine the number, scope, and nature of training programs to be delivered under this RFP. The selection and rollout of programs will be guided by strategic priorities, institutional readiness, and alignment with USTP objectives. PSEB may choose to implement select training tracks or modules from the proposed curriculum depending on budgetary constraints and performance evaluations. This approach ensures optimal utilization of resources while retaining flexibility to address evolving skill gaps and industry demands during project execution.

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS 27 October 2026 10:29:45 PM

B4-II – Composition of Proposed Project Management Team with Organogram

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

B4-II – Composition of Proposed Project Management Team with Organogram

Sr. #	Name/ Designation	Highest Qualification/ Education	Relevant Work Experience (Projects/Trainings Delivered)	Relevant Certifications in similar fields	Proposed Role in this Project

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

B4-I. – Qualification, Total Experience and professional Certification/Membership

e-Pak Acquisition and Disposal System (EPADS) generated document | © 2026

B4-I. – Qualification, Total Experience and professional Certification/Membership

Personnel Summary (Complete for each Team Member)

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

Employment Record:

Summarize overall professional experience in reverse chronological order.

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

Relevant Experience:

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

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

Education:

Highest Level of Degree	Relevance of Degree to the Assignment (indicate 16 or 18 years of Education)
MPhil	
Masters	
Bachelors	

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:

e-Pak Acquisition and Disposal System (EPADS) generated document | © 2026

Compliance Sheet

Annexure-A

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Compliance Sheet Annexure-A

100% compliance to the specification is mandatory Course

Curriculum Outlines

Digital Design & Verification Boot Camp-Level 1 - (4 Months Duration)

Target: EE & CE graduates aiming for entry level position as frontend RTL design, ASIC backend basics, and verification engineering roles.

Important Note: The training on Soft Skills will be the mandatory part of training curriculum. The soft skill should include but not limited to:

- Module 1. Self-grooming, Maintaining Executive Presence, Etiquettes, Ethics – 8 hrs.
- Module 2. Communication, Business writing – 10 hrs.
- Module 3. Leadership, Team building/management, empathy – 10 hrs.

Sr.#	Course Specifications		Compliance (YES/NO)
1.	Tools Used:	• Simulation: Cadence or equivalent • Lint & CDC: • Synthesis: • Static Timing Analysis • Place & Route (Intro) • Debug: (Use relevant tools to deliver the module) 'Equivalent' means an industry-standard EDA tool providing the same functionality for the module concerned. The bidder shall name the tool offered and its licence details on Form B5-I.	
2.	Month 1 – Foundations Goal: Build core programming and digital design skills.	C/C++ for Hardware Engineers • Basics: syntax, control structures, pointers, arrays, strings • Data structures: linked lists, queues, stacks, hash tables • OOP concepts: inheritance, polymorphism, virtual functions, lambdas • Low-level coding: bitwise operations, memory-mapped I/O simulation • Lab: Cache simulator in C++ Digital Logic Design Fundamentals • Boolean algebra, combinational & sequential logic • Finite State Machines (Moore & Mealy) • Timing concepts: setup/hold, metastability, clock domain crossing • Basic protocols: UART, SPI, I²C • Lab: FSM-based UART controller (Use relevant tools, to deliver the module)	

3.	Month 2 – RTL Design & Industry Protocols Goal: Master synthesizable Verilog RTL coding and learn common interface protocols.	RTL Design with Verilog (Dedicated Module) • Modules, ports, parameters, generate blocks • Combinational logic (always @(*), blocking assignments) • Sequential logic (always @(posedge clk), non-blocking assignments, resets) • FSM design patterns, avoiding latches	

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

		• Hierarchical design & parameterization • Tool Flow: o Simulate RTL o Lint o Synthesize • Lab: ALU, FIFO, and a 2-way set associative cache controller Industry Protocols & Integration • AMBA bus standards: AXI, AHB, APB • Protocol design considerations • Simple DMA engine design • Lab: AXI-lite slave RTL module with APB bridge	
4.	Month 3 – ASIC Flow, SystemVerilog & Verification Goal: Transition to verification coding and understand ASIC tool flows.	• ASIC Design Flow • (Use relevant tools, to deliver the module) • RTL → GDSII overview • Linting & CDC analysis • Synthesis & constraints • Static Timing Analysis • Floorplanning & routing basics • Lab: Synthesize AXI-APB bridge, run STA, basic floorplan • SystemVerilog for Design & Verification • Synthesizable vs non-synthesizable constructs • Interfaces, modports, virtual interfaces • OOP in SV, constrained randomization • Coverage: functional & code • Assertions (SVA) basics • Lab: Layered testbench for FIFO in SystemVerilog • (Use relevant tools, to deliver the module)	
5.	Month 4 – Verification & Final Project Goal: Build a UVM verification environment and complete a design + verification cycle	• UVM (Universal Verification Methodology) • Testbench architecture, agent, sequencer, driver, monitor • Factory & configuration methods • Sequence items & stimulus generation • Scoreboarding & coverage closure • Register Abstraction Layer (RAL) • Lab: UVM environment for AXI-APB bridge or FIFO • Final Integrated Project (Student Choice) • Options: • Protocol controller (AXI-Stream to FIFO) • DSP accelerator (e.g., FIR filter) • Memory controller (SRAM/DDR interface, simplified) • Optional: Extend a small RISC-V core with a custom instruction Flow: • Frontend: RTL coding, linting, synthesis • Backend: STA, simple floorplan • Verification: UVM environment, functional & code coverage, assertions • Deliverables: • RTL & verification code in Git repo • Synthesis scripts & reports • Coverage reports • Final documentation & presentation • (Use relevant tools, to deliver the module)	

6.	Optional Short Module – Processor Architecture (For students interested in CPU design; 1–1.5 weeks) Additional Skills	• Basic 3/5-stage pipeline • Instruction decode, execute, memory, write back • Hazards & forwarding • Integration with AMBA bus Lab: Add a simple custom instruction to a small CPU core • (Use relevant tools, to deliver the module) • Coverage closure strategies • Writing design & verification specifications • Code review best practices	

The bidding consortiums are encouraged to propose international certifications against the given course outlines preferable free of cost (FoC) or at nominal charges. The procuring agency will do a cost benefit analysis to make an appropriate decision.

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS
27 October 2026 10:29:45 AM