

**PERFORMANCE MANAGEMENT
& REFORMS UNIT (PMRU)**

OFFICE OF THE CHIEF SECRETARY

GILGIT-BALTISTAN



**DESIGN AND DEVELOPMENT OF
FRAMEWORK FOR MANAGING KEY
PERFORMANCE INDICATORS (KPIS)**

Note: The bidder is expected to examine the bidding documents, including all instructions, TORs, forms, terms, specifications and charts/drawings. Failure to furnish all information required by the bidding documents or submission of a bid not substantially responsive to the bidding documents in every respect would result in the rejection of the bid.

DISCLAIMER

The information contained in this document, as well as any information subsequently provided to bidders or applicants by or on behalf of the Performance Management & Reforms Unit (PMRU), Chief Secretary's Office, Gilgit-Baltistan, whether communicated verbally or in written form, is intended to outline the terms and conditions for this proposal. This document, along with any additional information provided, is subject to the terms and conditions herein.

This document is not an agreement and should not be construed as such. It serves as an invitation for qualified applicants to submit their proposals to the PMRU, Chief Secretary's Office, Gilgit-Baltistan. The purpose of this document is to provide bidders with information to assist in the preparation of their proposals.

This document does not claim to contain all the information that each bidder may require. Bidders are responsible for conducting their own investigations and analysis to verify the accuracy, reliability, and completeness of the information provided. Bidders should seek independent advice where necessary.

PMRU, Chief Secretary's Office, Gilgit-Baltistan, reserves the right, at its sole discretion and without obligation, to update, amend, or supplement the information contained in this Request for Proposal (RFP) document. PMRU, Chief Secretary's Office, Gilgit-Baltistan, accepts no liability for any loss or damage suffered by any party relying on this document or any subsequent communications.

1. Introduction

The Government of Gilgit-Baltistan, through the Office of the Chief Secretary and its Performance Management & Reforms Unit (PMRU), invites proposals from eligible bidders for Design and Development of Framework for Managing Key Performance Indicators (KPIs).

This KPI management framework will streamline the process of tracking and assessing organizational performance, provide clarity on progress toward strategic goals, and offer insights through automated reports and departmental comparisons.

A standardized system will ensure better alignment of organizational goals, more efficient resource use, and continuous improvement across departments.

The Firm will be hired in accordance with the Gilgit-Baltistan Public Procurement Authority Rules (PPRA), 2022.

Single Stage Two Envelop bidding procedure will be adopted in accordance with the GB-PPRA Rules, 2022 clause 39 (b).

The bidders are required to go through all instructions, forms, terms & conditions and specifications in the bidding documents. Failure to submit / furnish all information/documents required from bidders or a bid not substantially responsive to the bidding documents in all respects shall be at the bidder's risk and may result in rejection of bid.

Proposal for Designing a Framework for Managing Key Performance Indicators (KPIs)

1. Introduction

- **Objective:** To develop a comprehensive framework that manages and tracks Key Performance Indicators (KPIs) for organizational success, allowing administrator to add, edit, delete KPIs, and monitor progress.
- **Scope:** The system will facilitate KPI management for departments and district administration offices, monitor progress, generate reports, and compare performance across departments and districts.

2. Problem Statement

- Currently, KPI management processes lack standardization and transparency, leading to inefficiencies in performance tracking, goal alignment, and departmental / districts performance comparisons.
- Need for an integrated system to:
 - Efficiently manage KPIs (add, edit, delete).
 - Set baselines and performance expectations.
 - Track progress regularly and provide insights.
 - Assess performance across departments and districts to identify trends and best practices.

3. Goals & Objectives

- **Centralized Management of KPIs:** Enable authorized users to add, edit, and delete KPIs.
- **Set Baseline and Frequency:** Allow end users to set baselines for each KPI and define the frequency of assessments.
- **Monitor Progress:** Track progress against the KPI and automatically assess performance based on frequency and baseline.
- **Generate Reports:** Create detailed reports that showcase KPI performance, with options for visualization and analysis.
- **Performance Comparison:** Perform comparisons between departments and districts based on common KPIs, enabling performance benchmarking.

4. System Features

a. KPI Management

- **Add/Edit/Delete KPIs:** Provide an interface for creating KPIs, modifying them as needed, or deleting them.

- **Assign KPI Ownership:** Allow assigning KPIs to relevant departments or individuals.

b. Baseline and Frequency Settings

- **Baseline Definition:** Define initial performance levels for each KPI.
- **Frequency Settings:** Set periodic check-ins (weekly, monthly, quarterly) for tracking performance.

c. Progress Tracking

- **Input Actuals:** End users input actual performance values against defined KPIs.
- **Automated Progress Assessment:** Based on baseline and frequency, the system performs progress checks and highlights whether targets are being met.

d. Reporting and Insights

- **KPI Performance Reports:** Generate reports on KPI performance with charts and graphs.
- **Trend Analysis:** Provide insights on performance trends over time.
- **Departmental Comparisons:** Compare performance across departments on common KPIs and generate comparative reports.

e. Notification System

- **Alerts & Reminders:** Notifications for upcoming assessments, missed updates, or when KPIs are off-track.

5. Technical Architecture

- **Front-End:** Web-based and mobile application (both iOS and Android) user interface allowing easy interaction and data input.
- **Back-End:** A robust database and logic engine to handle KPI definitions, baselines, and performance tracking.
- **Security:** Role-based access control to ensure data integrity and confidentiality.
- **Integration:** Integrate with existing systems, if necessary, to pull in relevant data automatically.

7. Comparison & Assessment Criteria

- **Cross-departmental Comparisons:** Define common KPIs to compare performance across departments.
- **Weighted KPI Scoring:** Each department's performance is assessed against the KPIs and weighted scores are assigned.

- **Benchmarking:** Set benchmarks for each KPI based on top-performing departments and monitor how other departments measure up.

8. Reporting

- **Visual Reports:** Graphical charts and dashboards showing progress over time, comparisons, and key insights.
- **Detailed KPI Analysis:** Drill-down capabilities to view individual KPI performance.
- **Exportable Reports:** Ability to export reports in PDF and Excel formats for external use.

9. Deliverables

- A fully functional web-based KPI management system.
- Role-based access control for KPI management and reporting.
- Automated reporting and trend analysis.
- Departmental comparison features with benchmark data.
- Training and documentation for users and administrators.

3. General Schedule

The project timeline for the development and implementation of the Application is as follows:

Phase	Duration	Description
System Study	2 Weeks	<ul style="list-style-type: none"> • Conduct a detailed analysis of the requirements, existing systems, and workflows.
Design and Development	4 Weeks	<ul style="list-style-type: none"> • Design the user interface and backend architecture. • Develop the core functionalities of Application.
Testing	1 Week	<ul style="list-style-type: none"> • Conduct unit, integration, and user acceptance testing.
Deployment	1 Week	<ul style="list-style-type: none"> • Deploy the solution on government-approved infrastructure.
Training and Knowledge Transfer	1 Week	<ul style="list-style-type: none"> • Provide training for government staff. • Conduct knowledge transfer sessions.
Support and Maintenance	1 Year	<ul style="list-style-type: none"> • Offer after-sales technical support. • Provide regular updates and maintenance.

Total Duration: 8 weeks for deployment, 1 year for support and maintenance.

5. Confidentiality Statement

All data and information received from PMRU, GB, for the purpose of this assignment are to be treated confidentially and are only to be used in connection with the execution of these Terms of Reference. All intellectual property rights arising from the execution of these Terms of Reference are assigned to Director PMRU, GB. The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without the expressed advance written authorization of the Director PMRU, GB. Indemnity/AFFIDAVIT duly attested by magistrate 1st class in this regard will have to be submitted by the Firm.

6. Eligibility/Qualification Criteria for Service Provider

Following are the essential knockout clauses for the Service Provider:

- a. Registration certificate of Service Provider and JV Partners (if any) with SECP/Form C.
- b. The Service Provider should be a single company/firm or a joint venture. Any company/firm/joint venture can submit only one bid irrespective of participation as a single party or as part of a joint venture.
- c. The Service Provider / JV Partners (if any) should be in IT Business dealing with projects as a proof of experience, the Service Provider / JV Partner (if any) shall submit the Start Order / Completion Certificate(s) from Government or Private organizations of at least two Software/Application Development Project executed and completed
- d. The Service Provider and JV Partner (if any) shall submit affidavit that he/it/they has/have not been blacklist from any Government/Semi Government organization, no litigation against the Government/Semi Government organization and no liabilities of Government/Semi-Government organization is pending against him/it/them otherwise the contractor shall be liable for the consequences of wrong declaration. The Service Provider and JV Partner (if any) shall submit no blacklisting/no litigation/no pending liabilities affidavit on a stamp paper of Rs.100.
- e. A Service Provider / JV Partner (if any) shall be disqualified at any stage, if found that the Service Provider / JV Partner (if any) has made misleading or false representation in the form, statements and attachments in the proof of the qualification requirements.
- f. The Service Provider / JV Partner (if any) must be an active registered taxpayer with FBR unless exempted under any law/rules.
- g. The Service Provider /JV Partner (if any) shall submit all above requisite documents duly attested justifying the proof of eligibility otherwise the firm shall be disqualified.

7. Evaluation Criteria

The technical proposals of the qualified bids after evaluation as per eligibility criteria shall be evaluated. The financial proposal will be opened if technical proposal scores mark equal or more than 50 marks. The final selection will be made on “Quality and Cost Based Selection” (QCBS)”.

Final Evaluation

The final evaluation will be based on the respective weightage assigned to Technical Criteria and financial criteria and marks attained.

Weightage: Technical Marks 70% & Financial Marks 30%

The Proposal securing the maximum total marks shall be declared as most advantageous bid and the firm offering the most advantageous evaluated bid shall be declared the successful bidder.

The criteria and point system for the evaluation of technical and financial proposals are as under:

S No	Qualification and Relevant Experience	Max Points
1	Firm Profile: Private limited (SECP/ Certified) (5 marks) Partnership firm (3 marks) Sole Proprietorship/Form-C (2 marks)	5
2	Profile of team members of Service Provider (10 Marks) • Profile of Project Manager/ Team Lead of Service Provider for this project: Master’s/Honors Degree (16 or 18 years of education) in Computer Science/ Engineering / Business /Economics (02 Marks) – attach last attested degrees. • Profile of other team members dedicated for this project (05 Marks) 1 Mark for each team member	5

	(List of professional staff proposed for this project and last degree obtained attested copy and CV of each professional staff proposed must be attached.)	
3	<p>Projects:</p> <ul style="list-style-type: none"> • Software solutions completed (URLs and credentials to verify): 10 Marks (5 marks for each project, max marks are 10) • Experience of similar nature project for (URLs and credentials to verify): 10 Mark (5 marks for each project, max. marks are 10) 	20
4	<p>Financial strength of Service Provider</p> <p>Annual Turnover</p> <p>Up to PKR 5 million = 5 marks Equal or Above PKR 15 million = 10 marks</p> <p>Original Bank Statement of last three years</p>	10
5	<p>Demonstration/presentation & efficacy of the proposed solution:</p> <ul style="list-style-type: none"> i. Excellent: (30 Marks) ii. Satisfactory: (10 Marks) iii. Below Average: (05 Marks) 	30
A	Total Technical Proposal Points	70
	Technical proposal passing marks/points	50
B	Total Financial Proposal Points	30
	<p>Financial Proposal Points:</p> <p>Financial Marks will calculate as</p> <p>= (lowest bid/quoted bid) x financial weightage</p>	
	Total Marks (A+B)	100

Quantification of the Demonstration/Presentation marks:

- a. **Excellent:** Demonstration covers all details and understanding of the required solution and the firm has professional Management team and S/W developers dedicated for this project.
- b. **Satisfactory:** Demonstration covers partial details and little understanding of the required solution, and the firm has limited no. of human resources dedicated for this project.
- c. **Below Average:** Demonstration covers limited details and no understanding of the required solution, and the firm does not have a dedicated team for this project.

8. Guidelines/Conditions for Bid

8.1 Bidding Procedure

In accordance with GB-PPRA Rules, 2022, Clause 39(b), a single-stage, two-envelope bidding process will be followed. The envelopes should be clearly labeled as “TECHNICAL PROPOSAL” and “FINANCIAL PROPOSAL” in bold and legible letters to prevent any confusion. Both envelopes must then be sealed inside an outer envelope.

8.2 Technical Proposal Submission

Bidders are required to submit a technical proposal without including prices. The technical proposal should meet the required specifications:

- a. The technical proposals will be evaluated based on specified criteria. Bidders may be contacted to discuss any deficiencies or unsatisfactory technical features.
- b. Bidders whose technical proposals are accepted and who agree to conform to revised technical requirements will be invited to submit a revised technical proposal along with their financial proposal.
- c. The revised technical and financial proposals will be opened simultaneously at a pre-announced date, time, and venue, communicated to the bidders in advance.
- d. Both revised proposals will be evaluated according to the established criteria, with the most advantageous bid being accepted.

8.3 Currency of Bids

All rates must be quoted in Pak Rupees (PKR).

8.4 Single Rate Quotation

Bidders must quote a single rate for each item as per the specifications provided in the tender documents. Separate rates for accessories, optional items, or software will not be accepted.

8.5 Proposal Identification

The technical proposal must include the name(s) of the item(s), tender number, and serial number, in the exact format as quoted in the financial proposal.

8.6 Submission Format

Bids must be submitted on company letterhead and must be typed. Handwritten bids will be rejected on the spot.

8.7 Authorization Letters

Authority letters from the manufacturers or authorized distributors of the quoted items must be attached to the technical proposals.

8.8 Bid Security

A bid security of 5% of the total quoted price, in the form of a call deposit from a scheduled bank or KCBL, must be attached to the financial proposal.

8.9 Performance Security

Successful bidders will be required to submit performance security equal to 10% of the total bid price in the form of a CDR from any scheduled bank, including KCBL, made out in the name of the Director. This must be submitted within 7 days of bid acceptance.

8.10 Bid Validity

The bid shall remain valid for Ninety (90) days from the date of bid opening.

8.11 Evaluation Criteria

The procuring agency will evaluate the entire proposal in accordance with the evaluation criteria. The bid that is found to be responsive and the lowest evaluated will be accepted.

8.12 Tax Inclusion

The rates quoted must be inclusive of all applicable taxes.

8.13 Tax Exemption

If any supplies or parts are exempt from tax, the bidder must provide an exemption certificate/SRO. Otherwise, taxes will be deducted.

8.14 Rejection of Ambiguous Bids

Ambiguous, conditional, or void bids are liable to be rejected.

8.15 Final Rates Submission

Final rates must be quoted in typed figures. Handwritten bids will not be accepted.

8.16 Right to Reject

The procuring agency reserves the right to reject any or all bids prior to acceptance. Upon request, the procuring agency will provide the grounds for the rejection of any bid but is not obligated to justify its decision.

8.17 Contract Award

The bidder with the lowest evaluated bid, provided there is no conflict with laws, rules, regulations, or government policies, will be awarded the contract within the original or extended bid validity period.

8.18 Holiday Provision

If the bid opening date falls on a national or local public holiday, the bids will be opened on the next working day at the same time and place.

9. Award of Contract

- a. The contract shall be awarded to the most advantageous bidder, evaluated as per given criteria, subject to the approval of competent authority.
- b. The selected Firm is expected to commence the assignment after the award of the contract and deliver the goods to the stores within the stipulated time stated in the letter of contract.

10. Payment to the Successful Bidder

The successful firm will receive payment upon the completion of each milestone, contingent on the written approval of the Director PMRU. Approval will be granted after the testing team provides a certification confirming the satisfactory completion of the respective milestone.

Once approval is granted, payment will be processed within 30 days from the date of the formal notification issued by the competent authority. There will be a minimum of five (5) milestones, with payment for each milestone not exceeding 20% of the total contract value.

Details of milestones are:

Milestone	Deliverables	Duration	Payment
Milestone 1: System Study	<ul style="list-style-type: none">• Detailed system analysis report.• Documentation of requirements, workflows, and existing systems.	2 Weeks	15% of total bid
Milestone 2: Design and Development	<ul style="list-style-type: none">• User interface (UI) design mockups.• Backend architecture design.• Functional prototype.	1 Weeks	20% of total bid
Milestone 3: Integration	<ul style="list-style-type: none">• Development and Deployment for solution.	2 Week	15% of total bid
Milestone 4: Security & Testing	<ul style="list-style-type: none">• Testing reports (unit, integration, UAT).	1 Weeks	10% of total bid
Milestone 5: Deployment & Training	<ul style="list-style-type: none">• Deployment of solution on approved infrastructure.• Training materials.• Completed training sessions for staff.	2 Weeks	30% of total bid
Milestone 6: Support & Maintenance	<ul style="list-style-type: none">• Technical support agreement.• Regular updates and maintenance schedule.	1 Year	10% of total bid

11. Penalty Clauses

In the event of delays in the delivery of milestones beyond the stipulated time, except in cases of *Force Majeure*, the following penalties shall apply:

11.1 Penalty for Delays:

- If the firm fails to meet the milestone deadline, a formal warning will be issued after 7 days from the due date.
- From the 15th day onwards, a penalty of 1% of the milestone's bid value per day will be levied. This penalty will be deducted from the payment due for that milestone.
- If the penalty exceeds the payment for the milestone, the excess will be deducted from the next milestone's payment. If necessary, deductions will continue against the firm's bid security until the penalty is fully recovered.

11.2 Termination for Prolonged Delay:

- If the delay exceeds 10 weeks, the employer reserves the right to terminate the contract and forfeit the Earnest Money of the successful firm.

12. Warranty & After Sales Support

- a. The bidder shall warrant PMRU, CS Office, Gilgit-Baltistan for the supplied Equipment/software (if any) for an initial period of 01 (one) year from the date of successful delivery of the system. During this period if any defect is observed with the equipment/software, for the rectification of some the spares will be provided by the bidder free of cost including any type of expenses.
- b. The warranty is applicable to the servers, systems, viewing/display system and operation software / applications (every hardware and software including connectivity equipment).
- c. All the hardware (if any) shall have minimum designed life of 5 years and easily available to PMRU, CS Office, Gilgit-Baltistan in Pakistan.
- d. All the software (if any) shall have minimum designed life of 5 years and easily available to PMRU, CS Office, Gilgit-Baltistan in Pakistan.

13. Documentation

Minimum One (01) set of approved following documents in English language shall be provided to PMRU, CS Office, Gilgit-Baltistan, both in hard and soft forms:

- User Manual
- Operation Manual
- Troubleshooting Manual

14. Instruction Note

- a. Vendor should submit compliance sheet against technical specification indicating "Compliant", "Non-Complaint" OR "Partial Complaint" for each postulate. If additional Hardware /Software/License is required to offer some functionality, Vendor should mark it as Partially Compliant and indicate hardware/software required in comments section and add the cost of additional Hardware/Software/License in the proposal.
- b. Total completion time for the project = 80 days from date of signing of the contract.
- c. Please mention the country of origin / manufacturing / assembly of the quoted brand / model.

15. Scope of Acceptance

After receiving of the software and complete testing, technical team under chairmanship of Director PMRU will sign or issue the final acceptance certificate.

Technical Proposal Submission Form

[Location, Date]

To,

The Director,
Performance Management & Reforms Unit,
Office of the Chief Secretary, Gilgit-Baltistan,
Gilgit.

Dear Sir,

We, the undersigned, offer to provide the [insert title of assignment] in accordance with your Request for Proposal/Tender Document dated [insert date] and our Proposal. We hereby submit our proposal, which includes the Technical Proposal, and the Financial Proposal sealed in two separate envelopes.

We undertake, if our Proposal is accepted, to provide supply of [insert details] related to the assignment.

We also confirm that the Government of Pakistan / Gilgit-Baltistan has not declared us, or any of us, ineligible on charges of engaging in corrupt, fraudulent, collusive or coercive practices. Furthermore, we pledge not to indulge in such practices in competing for or in executing the contract, and we are aware of the relevant provisions of the proposal document.

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

Yours sincerely,

(Authorized signature in full)

Name and Designation of Signatory

Name of Firm

Address

Annex-B

Financial Proposal Submission Form
(Part of Financial Bid Envelope)

[Location, Date]

To,

The Director,
Performance Management & Reforms Unit,
Office of the Chief Secretary, Gilgit-Baltistan,
Gilgit.

Dear Sir,

We, the undersigned, offer to provide the [insert title of assignment] in accordance with your Request for Proposal dated [insert date] and our Technical Proposal. Our attached Financial Proposal is for the sum of [insert amount in words and figures]. This amount is inclusive of all taxes.

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, i.e. before the date indicated in [insert details] of the Proposal Data Sheet.

We also confirm that the Government of Pakistan / Gilgit-Baltistan has not declared us, or any of us, ineligible on charges of engaging in corrupt, fraudulent, collusive or coercive practices. Furthermore, we pledge not to indulge in such practices in competing for or in executing the contract, and we are aware of the relevant provisions of the proposal document.

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

Yours sincerely,

(Authorized signature in full)

Name and Designation of Signatory

Name of Firm

Address

Format for Covering Letter

[Location, Date]

To,

The Director,
Performance Management & Reforms Unit,
Office of the Chief Secretary, Gilgit-Baltistan,
Gilgit.

Subject: - **[INSERT SUBJECT HERE]**

Dear Sir,

1. Having examined the tender document and Appendices we, the undersigned, in conformity with the said documents, offer to provide the said items on terms of reference to be signed upon the award of contract for the sum indicated as per financial bid.
2. We undertake, if our proposal is accepted, to provide the items/services comprised in the contract within the time frame specified, starting from the date of receipt of notification of award from the client Department / Office.
3. We agree to abide by this proposal for the period of [insert No. of days here] days (as per requirement of the project) from the date of bid opening and it shall remain binding upon us and may be accepted at any time before the expiration of that period.
4. We agree to draw up a contract in the form to be communicated by the Director PMRU, incorporating all agreements with such alterations or additions thereto as may be necessary to adapt such an agreement to the circumstances of the standard.
5. Unless and until a formal agreement is prepared and executed this proposal together with your written acceptance thereof shall constitute a binding contract agreement.
6. We understand that you are not bound to accept a lowest or any bid you may receive, not to give any reason for rejection of any bid and that you will not defray any expenses incurred by us in bidding.
7. We would like to clearly state that we qualify for this work as our company meets all the criteria indicated on your tender document. The details are as under:

(Authorized signature in full with official seal)

Name and Designation of Signatory

Name of Firm

Address

**Design and Development of Framework for Managing Key Performance Indicators
(KPIs)**

Financial Quotation

S No	Module/Particulars	Amount
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		
Grand Total		

Total Amount in Words _____

(Authorized signature in full with official seal)

Name and Designation of Signatory

Name of Firm

Address