# HYDERABAD WATER & SEWERAGE CORPORATION

*Civic Centre Thandi Sarak Hyderabad*

Phone: 022-9200688
email: cfo@hwsc.gos.pk

**No.F- CFO/HW&SC/HYD/ 279 /2026**
**Hyderabad dated: 10 / 11 /2026**

## REQUEST FOR PROPOSALS (RFP)

Hyderabad Water & Sewerage Corporation (HW&SC), Hyderabad, invites proposals from eligible and qualified firms for outsourcing of consumer billing (Domestic & Commercial), Bill distribution, and revenue recovery operations of the Hyderabad Water & Sewerage Corporation (HW&SC) across all seven (07) zones of Hyderabad, in accordance with the approved Request for Proposals (RFP) and applicable Sindh Public Procurement Rules.

| | |
|---|---|
| **1. Name of Procuring Agency** | Hyderabad Water & Sewerage Corporation (HW&SC), Hyderabad |
| **2. Description of Services** | Bill distribution, recovery facilitation, consumer survey, reporting, complaint handling and authorised disconnection/reconnection support, as detailed in the RFP. |
| **3. Title** | Outsourcing of consumer billing (Domestic & Commercial), Bill distribution, and revenue recovery operations of the Hyderabad Water & Sewerage Corporation (HW&SC) |
| **4. Procurement Method / Procedure** | Single Stage – Two Envelopes |
| **5. RFP Availability** | RFP will be available from [**11 November 2026] to [25 November 2026]**, through the e-procurement portal (Sindh E-PADS) and in person at the address specified in the tender notice, during working hours. |
| **6. Pre-Proposal Meeting (if any)** | [17-Nov-2026] - 03:00 PM at CFO Office, HW&SC. |
| **7. Deadline for Submission** | [26-Nov-2026] at 02:00 PM |
| **8. Opening of Proposals** | [26-Nov-26] at 03:00 P.M at B-10 Ground Floor Civic Centre Hyderabad in accordance with the RFP. |
| **9. Bid Security (if applicable)** | 1% of the estimated cost |
| **10. RFP / Document Fee** | Rs.5,000/- In Shape of Pay order in the name of ***Hyderabad Water & Sewerage Corporation*** |
| **11. Contract Duration** | Three (03) years |
| **12. Contact / Address** | Office of the Chief Financial Officer Hyderabad Water & Sewerage Corporation (HW&SC), B-10, Ground Floor Civic Centre Hyderabad<br>Phone: 022-9200688<br>Email: cfo@hwsc.gos.pk |

Interested firms may obtain the detailed RFP, including eligibility requirements, scope of services, technical evaluation criteria, financial terms, proposal forms and draft contract, from the source stated above. Bidders are advised to read the complete RFP and all addenda before submitting their proposals.

The procurement shall be conducted strictly in accordance with the applicable Sindh Public Procurement Rules, 2010, as amended from time to time, relevant regulations and the approved RFP. Any clarification or amendment shall be issued through the official procurement channel.

HW&SC reserves the rights to accept or reject any or all proposals, or cancel the procurement process at any stage, without any liability, as per the Sindh Public Procurement Rules, 2010.

**CHIEF FINANCIAL OFFICER (CFO)**
Hyderabad Water & Sewerage Corporation
Hyderabad

CHIEF FINANCIAL OFFICER
HW&SC, HYDERABAD

# HYDERABAD WATER & SEWERAGE CORPORATION

# REQUEST FOR PROPOSALS (RFP)

## Outsourcing of Consumer Billing (Domestic & Commercial), Bill Distribution, and Revenue Recovery Operations of the Hyderabad Water & Sewerage Corporation (HW&SC)

Domestic and Commercial Consumers | All Seven (07) Zones | Hyderabad

| RFP Particulars | Details |
|---|---|
| Procuring Agency | Hyderabad Water & Sewerage Corporation (HW&SC), Hyderabad |
| RFP / Procurement Reference | [NO.F-CFO/HW&SC/HYD/ **279** /2026] [Dated:**10/11/26**] |
| Procurement Method | Single Stage – Two Envelops |
| Date of Issuance | [11-Nov-2026] |
| Pre-Proposal Meeting (if any) | [17-Nov-2026 - 03:00 PM at CFO Office] |
| Last Date & Time for Submission | [26-Nov-2026] at [02:00 PM] |
| Date & Time of Opening | [26-Nov-2026] at [03:00 PM] |
| Submission Venue / e-Procurement Portal | Bids shall be submitted physically at **Office B-10, Ground Floor, Civic Centre, Hyderabad**, or electronically through **SPPRA's e-PADS portal**, on or before the deadline specified in the tender documents. Vendors shall submit three (3) copies of the Technical Proposal and three (3) copies of the Financial Proposal. |
| Bid Validity | [30 days] |
| Contract Period | Three (03) years, including two-month foundation period, subject to final approval |

**Issued by: Procurement Wing, HW&SC, Hyderabad**

This RFP is to be read together with the Instructions to Bidders, Data Sheet, Terms of Reference, forms and draft Contract Agreement contained herein.

## TABLE OF CONTENTS


- Part I – Invitation for Proposals
- Part II – Instructions to Bidders
- Part III – Data Sheet
- Part IV – Eligibility and Qualification Requirements
- Part V – Evaluation and Selection Methodology
- Part VI – Scope of Services and Terms of Reference
- Part VII – Financial Proposal and Remuneration Schedule
- Part VIII – Forms and Declarations
- Part IX – Draft Contract Agreement and Conditions
- Annexure – Pre-Issue Compliance / Approval Checklist

## PART I – INVITATION FOR PROPOSALS

Hyderabad Water & Sewerage Corporation (HW&SC), Hyderabad (hereinafter referred to as the "Procuring Agency"), invites sealed proposals from eligible and qualified firms for **Outsourcing of consumer billing (Domestic & Commercial), Bill distribution, and revenue recovery operations of the Hyderabad Water & Sewerage Corporation (HW&SC)** across all seven (07) zones of Hyderabad, in accordance with this RFP and applicable procurement laws.

### 1. Assignment at a glance

| Particular | Description |
|---|---|
| Assignment | Outsourcing of utility bill distribution, recovery facilitation, consumer survey, disconnection/reconnection support, complaint recording and related MIS/reporting. |
| Consumer base | 156,612 consumers, comprising 149,597 domestic and 7,015 commercial consumers (as stated in the TOR; subject to verification at contract commencement). |
| Coverage | All seven (07) zones of Hyderabad. |
| Baseline recovery | PKR 40 million per month, combined domestic and commercial billing. |
| Fixed operational expenditure | 6% of baseline, i.e. PKR 2.4 million per month, subject to performance conditions in the TOR and final contract. |
| Incremental commission | 7% to 20% on monthly recovery above baseline, according to the tier schedule in Part VII. |
| Survey fee | PKR 900 for each new/unauthorized connection surveyed and verified as valid by HW&SC. |
| Foundation period | Two (02) months. |
| Contract period | Three (03) years, including foundation period, subject to confirmation in the Data Sheet. |

### 2. Availability of RFP and clarification

The RFP may be obtained from www.hwsc.gos.pk from **[11 November 2026]** to **[26 November 2026]** and from the official web portal of Sindh E-PAD, against the Pay Order worth Rs.5,000/- each (non-refundable) in the name of ***Hyderabad Water & Sewerage Corporation*** through the notified e-procurement system. Clarification requests shall be submitted in writing to the address/email specified in the Data Sheet by the deadline stated therein.

### 3. Submission and opening

Proposals shall be submitted at the place / through the portal and by the date and time stated in the Data Sheet. Late proposals shall be dealt with in accordance with the

applicable SPPRA Rules and the procedure stated in the final bidding document. The opening shall take place at the date, time and venue stated in the Data Sheet.

## 4. Reservation of rights

HW&SC reserves only those rights available to it under applicable procurement law and this RFP, including rejection of bids, cancellation of the procurement process, verification of submitted information and award to the successful bidder(s), subject to recorded reasons and required approvals. No statement in this RFP shall be interpreted as permitting an action contrary to SPPRA law.

## 5. Contact

**Procurement Officer/ Secretary/Convener Procurement Committee**: ZUBAIR AHMED PATHAN

**Address:** Office B-10, Ground Floor Civic Centre Hyderabad
**Email / Telephone:** cfo@hwsc.gos.pk
Cell # 0346-7272666

# PART II – INSTRUCTIONS TO BIDDERS

## 1. General

1.1 Bidders shall examine all instructions, forms, conditions, TORs and specifications in this RFP. Failure to furnish required information or submission of a substantially non-responsive proposal may result in rejection in accordance with applicable rules.

1.2 The bidder shall bear all costs associated with preparation and submission of its proposal. HW&SC shall not be responsible for such costs.

1.3 A bidder may be a company, registered firm or other legally eligible entity permitted under the laws of Pakistan, subject to the mandatory requirements in Part IV.

## 2. Clarifications and amendments

2.1 A prospective bidder requiring clarification shall submit a written request to HW&SC no later than the date specified in the Data Sheet.

2.2 HW&SC shall issue clarifications/addenda in the manner required by applicable SPPRA Rules, ensuring equal access to all prospective bidders. Any amendment forming part of the RFP shall be binding on all bidders.

2.3 Bidders shall acknowledge receipt of each addendum and shall account for it in their proposals.

## 3. Preparation of proposal

3.1 The proposal shall be prepared in English and shall be signed by an authorized representative of the bidder. Supporting documents may be submitted in English or accompanied by a certified translation, as permitted by the Procuring Agency.

3.2 The proposal shall contain the documents listed in the Data Sheet and Part VIII. All pages shall be numbered and initialed or digitally authenticated, as applicable.

3.3 Any correction, alteration or overwriting shall be initialed by the authorized signatory.

3.4 The bidder shall disclose any actual, potential or perceived conflict of interest with HW&SC and its officials involved in the procurement.

## 4. Proposal submission

4.1 The submission procedure, envelopes/electronic folders, labelling, portal requirements and deadline shall be as specified in the Data Sheet after approval of the procurement method.

4.2 Where a two-envelope procedure is approved, the Technical Proposal shall not contain financial information. The Financial Proposal shall be submitted separately and opened only in accordance with the approved procedure.

4.3 The proposal shall remain valid for the period specified in the Data Sheet from the deadline for submission. Any extension of bid validity shall be sought and handled in accordance with applicable rules.

## 5. Opening, evaluation and verification

5.1 Proposals shall be opened by the duly constituted committee at the notified time and place, following the approved procedure.

5.2 HW&SC may seek clarification of a proposal in writing. Clarification shall not be used to permit a material change in the substance of the proposal or price, except as allowed by applicable rules.

5.3 HW&SC may verify registrations, tax status, experience certificates, bank certificates, client references, staffing and equipment. False, forged or materially misleading information may result in rejection and further action under applicable law.

5.4 Evaluation shall be conducted strictly against the criteria and procedure disclosed in this RFP. No undisclosed criterion shall be applied.

## 6. Complaints / grievance redressal

A bidder may submit a complaint or grievance to the forum and within the time prescribed under the applicable SPPRA Rules and Grievance Redressal Regulations. The name, designation, postal address and email of the competent grievance redressal forum shall be inserted in the Data Sheet before issue.

## 7. Integrity and prohibited practices

Bidders shall observe the highest standard of integrity during procurement and contract execution. Any corrupt, fraudulent, collusive, coercive or obstructive practice shall be dealt with under the applicable law, regulations and integrity provisions. The bidder shall submit the declarations and integrity undertaking included in Part VIII.

## 8. Joint ventures and subcontracting

Joint ventures / consortiums are permitted. The RFP shall specify lead-member responsibility, joint and several liability, experience attribution and documentary requirements. Subcontracting of any part of the services is prohibited unless prior written approval is obtained from HW&SC, as stated in the TOR.

## 9. Taxes and duties

All applicable federal and provincial taxes, duties and levies shall be treated in accordance with prevailing law. The bidder shall identify taxes included in its financial proposal. HW&SC shall make deductions/withholding at source as required by law.

## PART III – DATA SHEET

The following specific data shall supplement or amend the Instructions to Bidders.

| Clause | Data / Requirement |
|---|---|
| Procuring Agency | Hyderabad Water & Sewerage Corporation (HW&SC), Hyderabad |
| Assignment Title | Outsourcing of consumer billing (Domestic & Commercial), Bill distribution, and revenue recovery operations of the Hyderabad Water & Sewerage Corporation (HW&SC) |
| Procurement method | ***Single Stage – Two Envelops*** |
| Number of contracts / lots | One contract for all seven zones |
| Eligible bidders | Legally registered firms meeting all mandatory criteria in Part IV |
| Language | English |
| Currency | Pakistani Rupees (PKR) |
| RFP issue date | 11-Nov-2026 |
| Pre-proposal meeting | 17-Nov-2026 |
| Proposal submission deadline | 26-Nov-2026 |
| Submission location / portal | Bids shall be submitted physically at Office B-10, Ground Floor, Civic Centre, Hyderabad, or electronically through SPPRA's e-PADS portal, on or before the deadline specified in the tender documents. |
| Proposal opening | Technical Bid Will be opened on 26-Nov-2026 at 03:00 P.M in the office of Chief Financial Officer HW&SC [B-10 Ground Floor Civic Centre Hyderabad] |
| Bid validity | 90 days. |
| Proposal copies / electronic format | Vendors shall submit three (3) copies of the Technical Proposal and three (3) copies of the Financial Proposal. |
| Bid security | 1% of estimated cost |
| Performance security | 10% of Baseline Amount |
| Minimum qualifying score | TOR proposes 70% of total marks. |
| Contract duration | Three (03) years including two-month foundation period, extendable in line of performance. |
| Expected mobilization | Within 30 days of contract signing and within the foundation period, as stated in TOR. |
| Grievance Redressal Officer / Committee | Complaint Redressal Committee (CRC) |
| Contract Manager, HW&SC | Chief Financial Officer HW&SC |
| Official address | Office B-10, Ground Floor Civic Centre Hyderabad. |

## PART IV – ELIGIBILITY AND QUALIFICATION REQUIREMENTS

All requirements marked Mandatory are pass/fail. A bidder failing any mandatory requirement shall be treated in accordance with the evaluation procedure approved and disclosed in this RFP. Documentary evidence shall be submitted with the proposal.

### A. Legal and statutory requirements

| Ref. | Requirement | Minimum specification / evidence | Status |
|---|---|---|---|
| A1 | Legal registration | SECP-registered company under Companies Act, 2017, or firm registered under applicable Pakistani law; certificate, constitutional documents and directors/partners list. | Mandatory |
| A2 | NTN and FBR status | Valid NTN, active status on FBR Active Taxpayers List on submission date and income tax returns for last two tax years. | Mandatory |
| A3 | Sales tax registration | Valid SRB registration for services and FBR registration where applicable; latest returns filed up to date. | Mandatory |
| A4 | Labor / social security | Compliance with labor laws, minimum wage notification, registration and payment evidence. | Mandatory |
| A5 | Blacklisting / integrity | Not blacklisted/debarred; no contract terminated for default in last three years; no pending criminal case for fraud, embezzlement or corruption against firm/directors; notarized affidavit. | Mandatory |
| A6 | Conflict of interest | No conflict or relationship with HW&SC officials/employees involved in procurement; notarized affidavit. | Mandatory |
| A7 | Authority to bid | Board resolution / power of attorney and CNIC of authorized signatory. | Mandatory |

### B. Previous experience

| Ref. | Requirement | Minimum specification / evidence | Status |
|---|---|---|---|
| B1 | Years in business | At least three years' continuous operation in utility billing, recovery, collection or field-service management; registration and work orders. | Mandatory |
| B2 | Relevant assignments | At least two completed or ongoing assignments in utility bill distribution and/or recovery of dues. At least one assignment for a government, public-sector or utility client; contracts/work orders and performance certificates. | Mandatory |
| B3 | Water / sewerage experience | Direct experience in water and sewerage billing and recovery; evidence as for B2. | Scored |

| Ref. | Requirement | Minimum specification / evidence | Status |
|---|---|---|---|
| B4 | Scale of work | At least one assignment covering 50,000 consumer accounts or bills per cycle; client certificate stating account volume. | Mandatory |
| B5 | Recovery track record | Verifiable improvement in recovery, amounts, period and growth; client certificate or audited recovery statement. | Scored |
| B6 | Disconnection drives | At least one assignment involving disconnection/reconnection squads under written client authority; provide squad strength, equipment and disconnection numbers. | Mandatory |
| B7 | Public dealing | Documented consumer communication, complaint handling and escalation experience; no substantiated coercion/harassment complaint in last three years; client certificates and affidavit. | Mandatory |
| B8 | Field survey | Experience in field survey/consumer census with geo-tagged photographs and data capture; reports/client certificate. | Scored |
| B9 | References | At least three client references with names and contact details; HW&SC may verify and visit past sites. | Mandatory |

## C. Operational capacity and minimum deployment

| Ref. | Resource | Minimum deployment / qualification |
|---|---|---|
| C1 | Contract Manager | 1 central, full-time in Hyderabad; with relevant qualification and computer literate. |
| C2 | Zone Managers | As per requirement; with relevant qualification and computer literate. |
| C3 | Bill distribution staff | Verified, trained and uniformed; delivery within [10] days of bill receipt at not less than 95% per cycle; with relevant qualification and computer literate. |
| C4 | Recovery officers | Trained in follow-up, receipts and approved channels; with relevant qualification and computer literate. |
| C5 | Disconnection squads | Skilled plumber/technician, tools and safety gear; with relevant qualification and computer literate. |
| C6 | Vehicles | Vehicles for squads, plus motorcycles for field staff; owned/leased, insured and maintained. |
| C7 | Complaint desk | One dedicated desk/helpline, operational during working hours, with complaint logs and escalation. |
| C8 | MIS / IT staff | MIS officer and data-entry staff capable of daily, weekly and monthly reports. |

The bidder may demonstrate existing capacity or submit a binding undertaking and mobilization plan to deploy within [30] days of contract signing and within the foundation period. Staff shall be CNIC-verified, character/police-verified, issued HW&SC-approved identity cards and trained before deployment. All associated costs shall be borne by the firm.

## D. IT, MIS and reporting

| Ref. | Requirement | Minimum specification / evidence |
|---|---|---|
| D1 | Delivery tracking | Smartphone-based proof of delivery for every bill, geo-tagged photograph or signed acknowledgement, time-stamped and linked to consumer account. |
| D2 | Recovery/reporting system | Consumer-wise ledger, daily status, weekly zone-wise progress, monthly reconciliation with HW&SC bank records and audit trail. |
| D3 | Survey module | Geo-tagged photographs, location, category and consumer data in verifiable format. |
| D4 | Data security | Role-based access, regular backups, confidentiality; all data belongs to HW&SC and shall be returned on expiry/termination. |

## E. Financial capacity

| Ref. | Requirement | Minimum specification / evidence |
|---|---|---|
| E1 | Financial statements | The vendor will be required to submit audited financial statements for the last two financial years as evidence of financial strength. |
| E2 | Bank Statement | The vendor will be required to submit bank statements for the last two years to confirm financial capacity. |
| E3 | Annual turnover | Average annual turnover of at least PKR [60] million over last two years from billing, recovery, collection or field services. |
| E4 | Liquidity | Bank certificate showing available liquidity/credit of at least PKR 15 million. |
| E5 | Performance Security | The successful vendor will be required to provide performance security equal to 10% of the baseline amount upon contract award. |

# PART V – EVALUATION AND SELECTION METHODOLOGY

## 1. Evaluation stages

Stage 1: Preliminary and mandatory compliance. HW&SC shall examine the eligibility and qualification documents against every mandatory requirement in Part IV. HW&SC may verify any document with the issuing authority, client or other relevant source.

Stage 2: Technical scoring. Only bidders passing Stage 1 shall be technically scored against the criteria below. The proposed minimum qualifying score is 70 out of 100, subject to confirmation.

Stage 3: Financial proposal / remuneration review. The TOR provides a fixed remuneration mechanism consisting of monthly operational expenditure, incremental commission tiers and a survey fee. It does not provide a comparative price-scoring formula. HW&SC must approve and disclose the lawful financial evaluation and award mechanism before issuance. No financial scoring formula has been invented in this draft.

Stage 4: Recommendation and award. Award shall be made only in accordance with the approved method, disclosed criteria, evaluation report, applicable SPPRA Rules and competent authority approval.

## 2. Technical evaluation criteria (100 marks)

| Criterion | Marks | Basis for assessment |
|---|---|---|
| Relevant experience and past performance | 25 | Years and number of assignments; water/sewerage billing and recovery; scale; recovery record; disconnection/public dealing; survey experience; client references. |
| Technical approach and work plan | 25 | Distribution, recovery, disconnection drives, survey and consumer dealing across seven zones; recovery enhancement strategy; two-month foundation plan. |
| Manpower, vehicles and logistics capacity | 20 | Deployment against C1-C8; organization chart; vehicle/equipment plan and mobilization readiness. |
| Financial capacity | 15 | Turnover, net worth and liquidity against E1-E3. |
| IT, MIS and reporting system | 10 | Quality of delivery tracking, recovery MIS, survey module and data security, demonstrated to HW&SC. |
| Presentation / interview | 5 | Clarity, team commitment and readiness to mobilize. |
| **TOTAL** | **100** | **Minimum qualifying score proposed: 70.** |

## 3. Scoring guidance

The evaluation committee shall prepare a detailed marking sheet before opening/evaluation, allocating the marks within each criterion and sub-criterion in a transparent manner. The detailed sub-criteria, documentary evidence and marks shall be included in the final RFP before advertisement. The committee shall not create or change sub-criteria after receipt of proposals.

## 4. Financial / commercial assessment

The bidder shall confirm acceptance of the fixed remuneration formula in Part VII. Any proposed improvement or alternative commercial offer shall be separately identified and shall not alter the prescribed base formula unless HW&SC expressly permits it in the final RFP. The Procuring Agency shall specify whether the financial proposal is evaluated as a pass/fail compliance item, whether any permitted alternative is scored, and how the highest-ranked bidder is determined.

## 5. Verification and due diligence

HW&SC may verify experience, client references, financial documents, tax status, staff, vehicles, equipment, software and proposed systems. Any material misrepresentation may result in rejection and action under applicable laws.

# PART VI – SCOPE OF SERVICES AND TERMS OF REFERENCE

The following TOR provisions are incorporated from the document supplied by HW&SC and shall form the operational basis of the contract. In case of an inconsistency between the RFP and the final signed contract, the order of precedence stated in the Contract Agreement shall apply.

## 1. Objective and assignment background

HW&SC provides water supply and sewerage services to 156,612 consumers across seven zones of Hyderabad. The assignment is intended to improve billing efficiency, widen the revenue base and increase recovery of outstanding and current dues through a performance-linked outsourcing arrangement.

- Ensure timely delivery of bills to every consumer.
- Raise monthly recovery above the baseline of PKR 40 million.
- Identify unauthorized and unregistered connections.
- Establish a sustainable, transparent and auditable recovery system.

| Consumer / assignment particulars | TOR baseline |
|---|---|
| Total consumers | 156,612 |
| Commercial consumers | 7,015 |
| Domestic consumers | 149,597 |
| Coverage | All seven zones of Hyderabad |
| Baseline recovery | PKR 40 million per month |
| Fixed operational expenditure | 6% of baseline = PKR 2.4 million per month |
| Incremental commission | 7% to 20% on recovery above baseline |
| Survey fee | PKR 900 per valid unauthorized connection |
| Foundation period | Two (02) months |

## 2. Scope of work

### 2.1 Billing distribution

Handle printed-ready bills and deliver all domestic and commercial bills door-to-door in all seven zones, with proof of delivery. Minimum delivery rate shall be 95% per cycle. No separate per-bill fee shall be payable; distribution cost is covered by fixed operational expenditure of the firm.

## 2.2 Data management and billing

Handle, verify and safely maintain consumer database, billing data, arrears ledgers and zone maps supplied by HW&SC. Report errors, wrong categories, duplicate or missing records for correction. Use consumer data only for this assignment.

## 2.3 Revenue collection

Follow up, facilitate collection and recover current and arrears dues. All collections shall be through HW&SC-approved banks, official counters or digital channels against official receipts. The firm shall not personally collect cash unless expressly authorized.

## 2.4 Reporting and reconciliation

Provide daily, weekly and monthly reports on distribution, recovery, disconnections and survey progress. Reconcile monthly recovery against HW&SC bank records.

## 2.5 Legal compliance and enforcement support

Comply with labor, tax, safety and other applicable laws and HW&SC rules. Staff shall act lawfully and politely coordinate with HW&SC and, where required, law-enforcement agencies for lawful enforcement support. Coercion, harassment and misconduct are prohibited.

## 2.6 Disconnection and reconnection

Carry out disconnection of defaulting connections and reconnection after payment through the firm's squads, strictly in accordance with HW&SC rules and only on written approval of HW&SC.

## 2.7 Increased revenue generation

Raise monthly recovery above PKR 40 million through targeted follow-up of defaulters and large arrears, bringing unregistered connections into the billing system and consumer awareness on timely payment.

## 2.8 Consumer survey

Survey premises to identify unauthorized/unregistered connections. Capture complete consumer data, location, category and geo-tagged photographs for regularization by HW&SC. Survey fee shall be paid only under Part VII after verification.

## 2.9 Complaint and grievance handling

Communicate courteously with consumers, record billing complaints and grievances, and escalate billing disputes to HW&SC for resolution within HW&SC timelines. The firm shall not independently decide billing disputes.

## 3. Performance and monitoring

- The firm shall work under HW&SC supervision and follow instructions of HW&SC's central contract manager.
- The Chief financial officer will depute one its officer as a focal person for the firm for liaison and coordination with the firm’s manager.
- The firm shall liaise with the HW&SC zonal manager and focal person in each zone and share daily and weekly progress.
- The firm shall meet targets set by HW&SC, including monthly recovery, minimum 95% bill delivery, valid surveys, complaint resolution and disconnections.
- HW&SC may inspect, audit and verify field operations, records and data at any time, with or without notice.
- All records shall be retained for at least three years after contract end.
- HW&SC may impose penalties/deductions for non-delivery, false reports, misconduct or failure to meet KPIs, and may terminate for unsatisfactory performance, breach, fraud or misuse of data, subject to the final contract and applicable law.

## 4. Responsibilities of the outsourced firm

- Deploy adequate trained bill-distribution and recovery teams across all seven zones at its own cost.
- Provide and maintain vehicles, disconnection squads, tools, fuel, maintenance and insurance.
- Bear staff salaries, allowances, uniforms, identity cards, mobile devices, software, stationery, communication and logistics costs.
- Ensure staff verification, training, HW&SC-approved identity cards and lawful, courteous conduct.
- Use only HW&SC-approved collection channels and official receipts.
- Comply with labor, tax, safety and other applicable laws. HW&SC shall not be the employer of the firm's personnel.
- Maintain confidentiality of consumer data and use it solely for this assignment.

- Not subcontract any service without prior written approval from HW&SC.

## 5. Responsibilities of HW&SC

- Provide consumer database, billing data, arrears ledgers and zone maps.
- Supply printed bills or bill data and approved formats on schedule each month.
- Issue written authority for disconnection/reconnection and provide administrative/ law-enforcement coordination where required.
- Provide a central contract manager and a focal person in each zone.
- Verify recovery and survey data, resolve billing disputes and make timely payments.
- Notify the firm of changes in tariffs, billing policy or consumer records.

## 6. Key performance indicators

| KPI | Minimum / measurement |
|---|---|
| Bill delivery | At least 95% of bills in each billing cycle, supported by verifiable proof of delivery. |
| Delivery timeline | Within [10] days of receipt of bills, subject to confirmation of the bracketed TOR value. |
| Monthly recovery | Measured against PKR 40 million baseline and verified bank credits. |
| Month-on-month recovery | From third month onward, recovery must exceed preceding month for incremental commission eligibility, subject to Part VII. |
| Current billing recovery | Must not decline compared with previous month for the fixed operational expenditure / commission treatment described in Part VII. |
| Consumer survey | Only complete, non-duplicate and HW&SC-verified valid unauthorized connections are payable. |
| Complaints | All complaints logged and escalated to HW&SC within timelines prescribed by HW&SC. |
| Disconnections | Only under written HW&SC authority; reported and verifiable. |
| Data integrity | Complete audit trail, reconciliation and secure handling of all consumer data. |

# PART VII – FINANCIAL PROPOSAL AND REMUNERATION SCHEDULE

The following financial mechanism reproduces the financial terms in the supplied TOR. The bidder shall expressly accept the formula and shall not quote a separate per-bill distribution charge.

## 1. Fixed operational expenditure

HW&SC shall pay a fixed amount equal to 6% of the PKR 40 million monthly baseline, i.e. PKR 2.4 million per month, towards operational expenditure. It is payable in addition to any earned incremental commission and verified survey fee, subject to the performance conditions below.

## 2. Baseline recovery

The baseline recovery is PKR 40 million per month for combined domestic and commercial billing. Only amounts actually deposited and credited in HW&SC's designated bank accounts shall count. No incremental commission is payable for a month in which verified recovery is at or below PKR 40 million.

## 3. Incremental commission tiers

| Tier | Monthly recovery (PKR million) | Excess above baseline (PKR million) | Commission rate on entire excess |
|---|---|---|---|
| 1 | Above 40 up to 50 | Above 0 up to 10 | 7% |
| 2 | Above 50 up to 60 | Above 10 up to 20 | 8% |
| 3 | Above 60 up to 70 | Above 20 up to 30 | 9% |
| 4 | Above 70 up to 80 | Above 30 up to 40 | 10% |
| 5 | Above 80 up to 90 | Above 40 up to 50 | 12% |
| 6 | Above 90 up to 100 | Above 50 up to 60 | 14% |
| 7 | Above 100 up to 110 | Above 60 up to 70 | 15% |
| 8 | Above 110 up to 120 | Above 70 up to 80 | 16% |
| 9 | Above 120 up to 130 | Above 80 up to 90 | 17% |
| 10 | Above 130 up to 140 | Above 90 up to 100 | 18% |
| 11 | Above 140 up to 240 | Above 100 up to 200 | 20% |

The rate of the band reached applies to the whole excess over the PKR 40 million baseline, not merely the marginal portion within that band. Commission is capped at monthly recovery of PKR 240 million unless HW&SC agrees otherwise in writing.

## 4. Illustrative payment examples

| Monthly recovery (PKR m) | Excess (PKR m) | Rate | Commission (PKR m) | Fixed OPEX (PKR m) | Total (PKR m) |
|---|---|---|---|---|---|
| 38 | 0 | – | 0.000 | 2.400 | 2.400 |
| 40 | 0 | – | 0.000 | 2.400 | 2.400 |
| 41 | 1 | 7% | 0.070 | 2.400 | 2.470 |
| 50 | 10 | 7% | 0.700 | 2.400 | 3.100 |
| 55 | 15 | 8% | 1.200 | 2.400 | 3.600 |
| 60 | 20 | 8% | 1.600 | 2.400 | 4.000 |
| 70 | 30 | 9% | 2.700 | 2.400 | 5.100 |
| 80 | 40 | 10% | 4.000 | 2.400 | 6.400 |
| 90 | 50 | 12% | 6.000 | 2.400 | 8.400 |
| 100 | 60 | 14% | 8.400 | 2.400 | 10.800 |
| 110 | 70 | 15% | 10.500 | 2.400 | 12.900 |
| 120 | 80 | 16% | 12.800 | 2.400 | 15.200 |
| 130 | 90 | 17% | 15.300 | 2.400 | 17.700 |
| 140 | 100 | 18% | 18.000 | 2.400 | 20.400 |
| 150 | 110 | 20% | 22.000 | 2.400 | 24.400 |
| 200 | 160 | 20% | 32.000 | 2.400 | 34.400 |
| 240 | 200 | 20% | 40.000 | 2.400 | 42.400 |

## 5. Survey fee

PKR 900 shall be payable for each new/unauthorized connection surveyed, identified and verified by HW&SC as valid, supported by complete data, location, geo-tagged photographs and category. Duplicate, incomplete or already-registered connections shall not be payable.

## 6. Payment and verification

- The firm shall submit its invoice with supporting reports by the 5th day of each month.
- HW&SC shall verify and pay undisputed amounts within 30 days.
- Applicable taxes shall be deducted at source as required by law.
- Recovery and survey data shall be verified against HW&SC bank records and billing system before payment. Unreconciled amounts shall not be payable until reconciled.
- No other fee, allowance or reimbursement shall be payable unless agreed in writing.

## 7. Performance conditions affecting payment

7.1 Foundation period: The first two months are for mobilization, data verification, team deployment and system setup. Fixed operational expenditure is payable during this period. If recovery exceeds baseline in a foundation month, incremental commission applies to the excess.

7.2 Decline during foundation: if recovery falls below baseline or turns negative during the foundation period, HW&SC may, at its discretion, withdraw, reduce or continue the fixed operational expenditure, subject to a written decision and final contract.

7.3 Month-on-month growth: from the third month onward, recovery in each running month must exceed the previous month's recovery for incremental commission to apply. If it does not, no incremental commission is payable for that month. The PKR 40 million baseline remains the minimum threshold.

7.4 Current billing must not decline: current billing means the dues billed for the month in question, excluding arrears for this comparison. Arrears recovery counts towards total recovery for the baseline and commission calculation, but is excluded from the month-to-month current-billing comparison. If recovery of current month's current billing is less than the previous month's current-billing recovery, HW&SC may cancel for that month both the fixed operational expenditure and incremental commission by written communication.

7.5 Survey fee: verified survey fees remain payable where earned, even where the recovery-related payments are withheld under the above conditions.

7.6 Continuing review: HW&SC shall review performance monthly. Persistent underperformance may lead to warning, penalties or contract cancellation.

7.7 Costs borne by firm: all staff, vehicles, fuel, equipment, software, uniforms, communication, insurance and logistics costs shall be borne by the firm and met from the remuneration stated above.

## 8. Financial proposal submission form

The bidder shall complete and sign Form F-1 in Part VIII, confirming acceptance of the remuneration mechanism. Any alternative/improvement shall be separately described and shall not be treated as accepted unless expressly allowed and approved in the final RFP.

# PART VIII – FORMS AND DECLARATIONS

## Form T-1: Proposal Submission Letter

To:

The Chief Executive Officer,
Hyderabad Water & Sewerage Corporation,
Hyderabad.

Subject: **PROPOSAL FOR outsourcing of consumer billing (Domestic & Commercial), Bill distribution, and revenue recovery operations of the Hyderabad Water & Sewerage Corporation (HW&SC).**

We, the undersigned, offer to provide the services described in the RFP and confirm that:

- We have examined the RFP, including all addenda, and accept its terms, subject to the clarifications expressly recorded in our proposal.
- Our proposal shall remain valid for the period stated in the Data Sheet.
- We meet the eligibility and qualification requirements and have enclosed the required documentary evidence.
- The information and documents submitted are true, complete and verifiable.
- We have disclosed all actual, potential or perceived conflicts of interest.
- We understand that HW&SC may verify our statements and may reject our proposal in accordance with applicable law.
- We undertake to mobilize the required staff, vehicles, equipment and systems within the approved mobilization period.
- We accept the TOR remuneration structure / state any permitted improvement separately in the financial proposal.

Authorized signatory: _____ Name: _____

Designation: _____ CNIC: _____

For and on behalf of: _____ Date: _____

Company seal: _____

## Form T-2: Bidder Information

| Information required | Bidder's response |
|---|---|
| Legal name of bidder | |
| Registered address | |
| Principal place of business | |
| Date and place of registration | |
| Registration number / SECP CUIN (if applicable) | |
| NTN | |
| SRB registration number | |
| FBR ATL status | |
| Name of authorised representative | |
| Telephone / email | |
| Names of directors / partners / beneficial owners as required by law | |
| Bank name and branch | |
| Nature of business and years of operation | |

## Form T-3: Relevant Experience

| Client / agency | Assignment description | Scope / number of accounts | Contract value | Start / completion dates | Client contact / evidence |
|---|---|---|---|---|---|
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

## Form T-4: Proposed Organization and Manpower

| Position / resource | Proposed deployment | Name / qualification / experience | Evidence attached |
|---|---|---|---|
| Contract Manager | | | |
| Zone Managers | | | |
| Bill distribution staff | | | |
| Recovery officers | | | |
| Disconnection squads | | | |
| Vehicles | | | |
| Complaint desk staff | | | |
| MIS / IT staff | | | |

## Form T-5: IT / MIS and Delivery Tracking

Describe the proposed platform, proof-of-delivery mechanism, geo-tagging, time stamps, consumer-wise ledger, recovery reconciliation, audit trail, backup, access controls, survey module, reporting formats and data handover arrangements. Attach screenshots/sample reports and offer a demonstration if required.

Bidder response:

_____

_____

## Form T-6: Work Plan and Recovery Enhancement Strategy

Provide a zone-wise work plan for bill distribution, recovery follow-up, arrears management, disconnection/reconnection support, consumer survey, complaint handling, staffing, logistics, foundation-period mobilization and monthly recovery growth.

Bidder response: _____

_____

## Form T-7: Non-Blacklisting, Integrity and Conflict of Interest Declaration

I/We declare that the bidder is not blacklisted or debarred by any government/public-sector entity; has not had a contract terminated for default during the last three years; and, to the best of our knowledge, no pending criminal case for fraud, embezzlement or corruption exists against the bidder or its directors. I/We further declare that no conflict of interest exists with HW&SC officers/employees involved in this procurement. We undertake to notify HW&SC immediately if any such circumstance arises.

We further undertake not to engage in corrupt, fraudulent, collusive, coercive or obstructive practices, and to comply with applicable procurement laws and the integrity pact, where applicable.

Authorized signatory: _____ Name: _____
Date: _____ Company seal: _____

## Form T-8: Undertaking for Mobilization and Security Deposit

We undertake that, if selected, we shall mobilize the staff, vehicles, equipment, IT/MIS systems and operational resources required under the RFP within the period stated in the Data Sheet and in any case within the foundation period. We further undertake to furnish the security deposit/performance security in the amount and form finally specified in the Data Sheet before contract signing.

Authorized signatory: _____ Date: _____ Company seal: _____

## Form F-1: Financial Proposal / Acceptance of Remuneration

We have reviewed Part VII and confirm that our financial proposal is based on the following remuneration mechanism, subject to the final RFP and contract:

| Component | TOR mechanism | Bidder confirmation |
|---|---|---|
| Fixed operational expenditure | 6% of PKR 40 million baseline = PKR 2.4 million per month, subject to performance conditions. | Accept / Do not accept |
| Incremental commission | 7% to 20% on entire verified monthly excess above PKR 40 million, according to tier table. | Accept / Do not accept |
| Survey fee | PKR 900 per new/unauthorized connection verified as valid by HW&SC. | Accept / Do not accept |
| Per-bill distribution fee | No separate per-bill fee payable. | Accept / Do not accept |
| Other charges | No other fee/reimbursement unless agreed in writing. | Accept / Do not accept |
| Taxes | Applicable taxes / withholding as per law. | Acknowledge |

Any permitted improvement / alternative (clearly state, if allowed): _____

Total estimated price / financial assumptions requested by the Data Sheet (if applicable): _____

Authorized signatory: _____Date: _____ Company seal: _____

## Form F-2: Bank Details

| Particular | Details |
|---|---|
| Account title | |
| Bank name | |
| Branch and address | |
| IBAN / account number | |
| Bank contact | |

## PART IX – DRAFT CONTRACT AGREEMENT AND CONDITIONS

This Contract Agreement is made on this ____ day of _____ 20____ between Hyderabad Water & Sewerage Corporation (HW&SC), Hyderabad, having its office at [address] (hereinafter called the "Employer" or "HW&SC"), and M/s _____, a firm/company registered under the laws of Pakistan, having its registered office at _____ (hereinafter called the "Service Provider").

### 1. Contract documents and order of precedence

The following documents shall form and be read as part of this Contract: (a) this Contract Agreement; (b) Letter of Acceptance / Award; (c) Special Conditions of Contract; (d) General Conditions of Contract; (e) final RFP including Data Sheet and addenda; (f) Terms of Reference; (g) accepted Technical Proposal; and (h) accepted Financial Proposal. In case of inconsistency, the order of precedence shall be as listed above, unless the final contract expressly provides otherwise.

### 2. Scope and term

The Service Provider shall perform billing distribution, recovery facilitation, consumer survey, reporting, complaint recording and disconnection/reconnection support across the approved zone(s), in accordance with the TOR and this Contract. The contract period shall be three (03) years including a two-month foundation period, commencing from [effective date], subject to confirmation in the Data Sheet and Letter of Acceptance.

### 3. Contract price and payment

Payments shall be calculated strictly in accordance with Part VII of the RFP and verified by HW&SC. The fixed operational expenditure, incremental commission and survey fee shall be payable only in the circumstances and subject to the conditions stated therein. All taxes shall be dealt with in accordance with applicable law.

### 4. Security deposit / performance security

Before signing / commencement, the Service Provider shall furnish security in the amount, form and validity stated in the Data Sheet and Letter of Acceptance. The TOR proposes 10% of the baseline amount (40 miilion). HW&SC may make lawful adjustments against established unpaid dues, penalties or losses and may forfeit the security in circumstances expressly stated in the final contract and permitted by law.

Release shall be made after expiry/termination, settlement of dues and return of all data, subject to contract terms.

## 5. Obligations of the Service Provider

- Perform the services diligently, professionally, lawfully and in accordance with HW&SC directions and approved work plans.
- Maintain the minimum staff, zone coverage, vehicles, equipment, IT systems and complaint desk required under the RFP.
- Ensure proof of delivery for each bill and minimum 95% delivery per cycle.
- Ensure all collections pass through HW&SC-approved channels and are supported by official receipts.
- Conduct disconnections/reconnections only on written HW&SC authority.
- Maintain confidentiality, data security, backups and audit trails; return all HW&SC data and records on expiry or termination.
- Comply with labor, tax, social security, health and safety laws and remain solely responsible for its personnel.
- Not subcontract without prior written approval.
- Maintain records for at least three years after contract end and provide access for audit/inspection.

## 6. Obligations of HW&SC

- Provide relevant consumer/billing data, arrears ledgers and zone maps.
- Supply printed bills or approved bill data/formats on schedule.
- Designate central and zonal focal persons.
- Issue written authority for enforcement actions where appropriate.
- Verify reports, recovery and survey claims, resolve billing disputes and process undisputed invoices in accordance with the contract.
- Notify the Service Provider of changes in tariffs, billing policy and consumer records.

## 7. Supervision, inspection and audit

HW&SC may inspect, audit and verify the Service Provider's field operations, personnel, records, devices, systems, reports and data at any time, with or without prior notice. The Service Provider shall provide reasonable access and cooperation.

## 8. Performance review, deductions and penalties

Performance shall be reviewed monthly against the KPIs in Part VI and the payment conditions in Part VII. Deductions and penalties shall be imposed only in accordance with a penalty schedule expressly approved and included in the final contract. Before imposing a disputed penalty, HW&SC shall provide notice and an opportunity to respond, except where urgent protective action is lawfully required. The final RFP must insert a measurable penalty schedule for non-delivery, false reporting, misconduct and KPI failure; the TOR does not specify penalty amounts.

## 9. Change control

No change in scope, remuneration, baseline, commission tiers, contract period or other material term shall be effective unless made in writing by authorized representatives and approved in accordance with applicable procurement law. The TOR contemplates review of baseline and commission tiers after the first contract year by mutual written consent; any such adjustment shall remain subject to procurement law and competent approval.

## 10. Confidentiality and ownership of data

All consumer data, survey data, billing records, reports and materials supplied or generated under the contract shall remain the property of HW&SC. The Service Provider shall use such data solely for the assignment, shall not disclose it to any unauthorized person, and shall return all data in a usable format on expiry or termination. The Service Provider shall securely delete copies where directed, subject to lawful record-retention requirements.

## 11. Personnel and conduct

The Service Provider shall ensure that its staff are verified, trained, identifiable and courteous. Coercion, harassment, intimidation, unlawful collection, misrepresentation and unauthorized disconnection are prohibited. HW&SC may require removal of any person for substantiated misconduct.

## 12. Indemnity and liability

The Service Provider shall indemnify and hold HW&SC harmless against claims, losses, damages and liabilities arising from the acts/omissions of its personnel, vehicles or operations, to the extent attributable to the Service Provider and subject to applicable law and the final agreed liability provisions.

## 13. Suspension and termination

HW&SC may suspend or terminate the contract for poor performance, decline in recovery, breach, fraud, corruption, misuse of data or other grounds stated in the final contract and permitted by law. The TOR also provides for termination for convenience by either party on 60 days' written notice. This provision shall be checked for compatibility with applicable procurement law and public-interest requirements before issue. Earned and verified dues up to the effective date of termination shall be settled subject to lawful deductions and reconciliation.

## 14. Force majeure

Neither party shall be liable for failure or delay caused by events beyond reasonable control, including floods, strikes or government orders, provided prompt written notice and reasonable mitigation are given. Any baseline review shall require mutual written agreement and all necessary approvals.

## 15. Dispute resolution and governing law

The parties shall first endeavor to settle disputes amicably. The TOR proposes arbitration under the Arbitration Act, 1940, with venue at Hyderabad, Sindh. The final dispute-resolution clause, including the appointment mechanism and compatibility with applicable law, shall be approved by HW&SC legal counsel before execution. The contract shall be governed by the laws of Pakistan and the Province of Sindh.

## 16. Integrity and anti-corruption

Fraud, embezzlement, falsification, collusion, coercion, bribery or corrupt practice shall constitute a material breach and may result in termination, recovery of losses, forfeiture of security where lawful, blacklisting proceedings and/or referral to competent authorities under applicable law.

## 17. Notices

Notices shall be in writing and delivered by hand, registered post/courier or official email to the addresses stated below, or to any updated address notified in writing.

| For HW&SC | For Service Provider |
|---|---|
| Name: _____ | Name: _____ |
| Designation: _____ | Designation: _____ |
| Address: _____ | Address: _____ |
| Email: _____ | Email: _____ |

## 18. Signatures

For and on behalf of HW&SC

Signature: _____ Name: _____ Designation: _____

Witness: _____ CNIC: _____

For and on behalf of the Service Provider

Signature: _____ Name: _____ Designation: _____

Witness: _____ CNIC: _____

## ANNEXURE – PRE-ISSUE COMPLIANCE / APPROVAL CHECKLIST

The Procurement Committee / concerned wing shall complete this checklist before approval and publication of the RFP.

| No. | Action / confirmation required | Responsible office | Status / reference |
|---|---|---|---|
| 1 | Confirm procurement method and procedure under applicable SPPRA Rules and regulations. | Procurement / Legal | Single stage – Two Envelop |
| 2 | Confirm whether procurement is one integrated contract or divided into seven zones/lots. | User Wing / Procurement | One integrated contract |
| 3 | Approve all bracketed minimum values in eligibility and deployment criteria. | User Wing / Finance | Baseline Amount |
| 4 | Approve detailed technical sub-criteria and marks within each of the six scoring headings. | Procurement Committee | Give reference of section in RFP |
| 5 | Decide and disclose the financial evaluation / award mechanism; TOR has no price-scoring formula. | Finance / Procurement | Give reference of section in RFP |
| 6 | Confirm bid security, if any, and bid validity period. | Procurement wing | Give reference of section in RFP |
| 7 | Insert dates, address, contact person, portal, document fee (if any) and clarification procedure. | Procurement | Give reference of section in RFP |
| 8 | Insert measurable penalty schedule and due process for penalties. | User Wing / Legal | No measurable penalty only 10% of performance security of baseline amount if non-compliances of contract is observed |
| 9 | Confirm budget availability, estimated procurement value and tax treatment. | Finance | Give reference of section in RFP – where baseline amount is written give reference of that section |
| 10 | Review termination for convenience, arbitration, liability and data-protection clauses. | Legal | Give reference of section in RFP |

| No. | Action / confirmation required | Responsible office | Status / reference |
|---|---|---|---|
| 11 | Confirm whether integrity pact is required and attach the prescribed form where applicable. | Procurement / Legal | Integrity pact: To be duly signed by HW&SC vendor/contractor at the time of execution of the contract agreement. |
| 12 | Confirm grievance redressal forum and complaint timelines under current regulations. | Procurement / Legal | Give reference of section in RFP |
| 13 | Check latest SPPRA amendments, regulations, e-procurement requirements and applicable standard documents immediately before issue. | Procurement | Yes |
| 14 | Obtain approval of competent authority and publish/advertise in the prescribed manner. | Competent Authority / Procurement | Yes obtained |

## ANNEXURE A-1: SERVICE DELIVERY FRAMEWORK

*End-to-end operating model for all seven zones*

The Contractor shall operate one integrated service-delivery system across all seven zones, under the contract management and oversight arrangements specified by HW&SC. The framework below explains the sequence of activities and does not transfer statutory or tariff-setting powers to the Contractor.

| Stage | Contractor action | HW&SC control / evidence |
|---|---|---|
| 1. Data handover | Receive consumer master, billing files, arrears ledgers and zone maps through an authorized handover record. | Authorized dataset, version/date, record count and access log. |
| 2. Cycle planning | Prepare zone-wise route plans, staffing rosters and delivery schedules. | Approval of cycle calendar and designated focal persons. |
| 3. Bill distribution | Deliver bills to consumer premises and capture proof of delivery or reason for non-delivery. | Sample verification and delivery-rate calculation. |
| 4. Recovery facilitation | Remind consumers and direct payment to approved channels. | Bank/counter/digital receipts and credited bank records. |
| 5. Enforcement support | Prepare proposed default lists and execute only authorized disconnection/reconnection instructions. | Written approval and operation register. |
| 6. Survey | Identify suspected unauthorized/unregistered connections and submit geo-tagged evidence. | HW&SC field verification and acceptance/rejection. |
| 7. Reconciliation | Submit daily/weekly/monthly statements and reconcile with HW&SC records. | Certified monthly reconciliation statement. |
| 8. Review | Submit improvement plan and corrective actions. | Monthly performance review and recorded directions. |

No employee of the Contractor may alter a consumer account, tariff, billed amount, arrears balance, service status or official record. All corrections and account changes remain within the authority of HW&SC.

Where source data is incomplete or contradictory, the Contractor shall flag the record and seek written direction. It shall not make assumptions that result in collection from the wrong consumer or at an unauthorized amount.

## ANNEXURE A-2: BILL DISTRIBUTION PROCEDURE

*Cycle planning, delivery and proof of delivery*

For each billing cycle, HW&SC shall provide printed bills or approved bill data and formats. The Contractor shall acknowledge receipt, reconcile the quantity received with the control list and report any shortage, duplicate, damaged or unreadable bill before commencing distribution.

| Control point | Minimum procedure / record |
|---|---|
| Cycle start | Record date/time, zone, batch number, total bills received and receiving officer. |
| Route allocation | Allocate each route to named delivery staff; maintain route sheets and daily issue/return counts. |
| Delivery | Deliver to the correct premises and account; do not leave bills at unrelated premises or disclose account details to unauthorized persons. |
| Proof | Capture time-stamped and geo-tagged proof of delivery or signed acknowledgement, linked to consumer account. |
| Non-delivery | Select a truthful reason code: premises locked, address not traceable, consumer shifted, refused, inaccessible or other explained reason. |
| Quality check | Supervisor checks duplicate coordinates, impossible timestamps, repeated photographs and account/address mismatches. |
| Close-out | Return undelivered bills and submit zone-wise reconciliation within the period directed by HW&SC. |

The minimum delivery performance is 95% per billing cycle. The denominator shall be the valid bill population formally handed over by HW&SC, adjusted only for documented additions/deletions approved by HW&SC. The Contractor shall not exclude difficult routes or inaccessible premises from the denominator without written approval.

The Contractor shall complete each cycle within ten (10) days of receipt of bills, subject to the final approved Data Sheet and any cycle calendar issued by HW&SC. The fixed operational expenditure includes the ordinary cost of bill distribution; no separate per-bill distribution fee is payable.

## ANNEXURE A-3: RECOVERY FACILITATION PROTOCOL

*Lawful, traceable and consumer-friendly recovery*

The Contractor's role is to facilitate payment of current and arrears dues through HW&SC-approved payment channels. It shall provide consumers with accurate payment information and shall not create an independent collection channel.

| Permitted activity | Control requirement |
|---|---|
| Payment reminder | Use approved scripts and correct account details; avoid threatening or misleading statements. |
| Defaulter follow-up | Use the outstanding ledger supplied by HW&SC; refer disputed balances to HW&SC. |
| Payment guidance | Direct consumers to designated banks, official counters or approved digital channels. |
| Receipt verification | Record official receipt/reference number only; do not issue private receipts. |
| Large arrears cases | Prepare account-wise follow-up list for HW&SC review and decision. |
| Consumer dispute | Log complaint and refer to HW&SC; no unilateral waiver, adjustment or settlement. |
| Daily reporting | Report reminders, responses and payment references without counting uncredited amounts as recovery. |

Only funds actually deposited and credited in HW&SC-designated bank accounts count as recovery for baseline and commission purposes. A promise to pay, cheque not cleared, and cash held by a field worker, payment screenshot not verified, or amount merely collected but not credited shall not count.

The Contractor shall not retain consumer money, deduct its commission at source, set off its expenses against collections or direct consumers to pay into any account other than an officially notified HW&SC channel.

## ANNEXURE A-4: MONTHLY RECOVERY RECONCILIATION

*Method for determining verified recovery and remuneration*

The monthly reconciliation shall compare the Contractor's consumer-wise recovery statement with HW&SC billing records, official counter reports, bank statements and approved digital-channel reports. Reconciliation shall be completed before the related invoice is certified.

| Reconciliation item | PKR | Reference / remarks |
|---|---|---|
| Gross payments reported by Contractor | _____ | Transaction-level schedule attached |
| Less: reversed / returned transactions | _____ | Bank / channel evidence |
| Less: duplicate or misallocated entries | _____ | Account-wise details |
| Less: amounts not credited to HW&SC | _____ | Pending / unverified |
| Verified credited recovery | _____ | Certified by HW&SC |
| Baseline recovery | 40,000,000 | As specified in TOR |
| Excess over baseline (if any) | _____ | Verified recovery less baseline |
| Applicable commission rate | _____ | TOR Section 5.3 band |
| Incremental commission | _____ | Excess multiplied by applicable rate |
| Fixed OPEX | 2,400,000 | Subject to performance conditions |
| Verified survey fee | _____ | PKR 900 per accepted survey |
| Tax withholding / deductions | _____ | As required by law |
| Net amount recommended | _____ | Subject to invoice approval |

Commission shall be calculated on the entire excess over PKR 40 million at the single rate corresponding to the applicable tier, as described in the TOR. It shall not be calculated on the baseline amount. The maximum monthly recovery amount for the commission table is PKR 240 million unless HW&SC agrees otherwise in writing.

## ANNEXURE A-5: DISCONNECTION CONTROL PROCEDURE

*Only under prior written authority of HW&SC*

The Contractor shall not independently decide that a consumer is liable for disconnection. Before any disconnection operation, HW&SC shall issue or approve a written, account-specific or list-specific instruction in accordance with its applicable policy and service rules.

| Step | Control / record |
|---|---|
| 1. Default list | HW&SC supplies or approves the list, including consumer ID, location, dues and status. |
| 2. Pre-operation validation | Confirm payment status and check for pending dispute, stay, exemption or other hold communicated by HW&SC. |
| 3. Written authority | Record written approval, date, authorizing officer and validity of instruction. |
| 4. Squad deployment | Use trained squad with team leader, skilled technician, vehicle, tools and safety equipment. |
| 5. Consumer interaction | Explain the reason and refer any dispute to HW&SC; no threats, force or harassment. |
| 6. Execution record | Record date/time, account, action, meter/connection details where applicable, photographs and staff names. |
| 7. Reporting | Submit same-day report to the designated HW&SC focal person. |
| 8. Review | HW&SC verifies compliance and handles any consumer representation. |

A disconnection shall not be carried out where the consumer produces evidence of payment that requires verification, where HW&SC has placed a hold, or where the instruction is unclear. The squad shall pause and seek written clarification.

Any unauthorized disconnection, damage to property, entry into premises without lawful authority, intimidation or demand for unofficial payment shall be treated as serious misconduct and may lead to removal of staff, deductions, termination and referral to competent authorities.

## ANNEXURE A-6: CONSUMER SURVEY METHODOLOGY

*Identification and verification of suspected unauthorized connections*

The survey is intended to identify suspected unauthorized or unregistered connections for verification and regularization by HW&SC. The Contractor shall not itself regularize a connection, impose a charge, assess a penalty or alter the billing system.

| Survey field | Minimum information |
|---|---|
| Unique survey ID | System-generated reference, date and surveyor ID. |
| Location | Zone, locality, street, premises number and GPS coordinates. |
| Connection details | Observed connection type and relevant visible technical details, without unsafe interference. |
| Occupancy / category | Observed domestic or commercial use, marked as provisional pending HW&SC confirmation. |
| Consumer information | Information lawfully obtained and necessary for verification; avoid unnecessary personal data. |
| Evidence | Geo-tagged photographs of relevant connection/location, subject to privacy safeguards. |
| Duplicate check | Search against the consumer master before submitting as a new case. |
| Survey status | Submitted, under verification, accepted, rejected or duplicate. |
| HW&SC decision | Verified category, account creation/regularization decision and authorized officer. |

A survey fee of PKR 900 is payable only for each new/unauthorized connection that is complete and accepted as valid by HW&SC. Duplicate, incomplete, already registered or unverifiable records are not payable.

The Contractor shall provide the full survey dataset in an exportable format and shall preserve source evidence until the record is accepted or rejected by HW&SC.

## ANNEXURE A-7: COMPLAINT AND GRIEVANCE HANDLING

*Registration, escalation and closure*

The Contractor shall maintain a dedicated complaint desk or helpline during working hours with the proposed four (4) staff members or such final staffing level as approved in the Data Sheet. Every complaint received by telephone, in person, in writing or through a digital channel shall be logged.

| Complaint field | Required entry |
|---|---|
| Complaint number / date | Unique reference and date/time received. |
| Consumer reference | Account number and contact details were provided. |
| Issue type | Non-delivery, wrong address, billing dispute, payment not posted, staff conduct, disconnection, other. |
| Description | Consumer's statement recorded fairly and accurately. |
| Immediate action | Information provided / referred / urgent escalation. |
| HW&SC referral | Date, focal person and reference number. |
| Status | Open, pending HW&SC, resolved, closed or escalated. |
| Closure evidence | Decision communicated and consumer response, if available. |

Billing disputes, tariff matters, arrears adjustments, waivers, service entitlement and account corrections shall be referred to HW&SC. The Contractor shall not promise a particular decision or timeline unless authorized by HW&SC.

Complaints alleging harassment, coercion, unofficial payment demands, data misuse or unauthorized disconnection shall be escalated immediately to the designated HW&SC contract manager and recorded separately for investigation.

## ANNEXURE A-8: REPORTING CALENDAR

*Daily, weekly and monthly submissions*

| Report | Minimum content | Frequency / deadline |
|---|---|---|
| Daily distribution | Bills received, delivered, undelivered, proof records, route exceptions and staff deployment. | Daily, by time fixed by HW&SC. |
| Daily recovery | Transaction count, amount reported, channel and reference numbers; distinguish unverified items. | Daily. |
| Disconnection / reconnection | Written authority reference, account-wise action, team and evidence. | Same day. |
| Survey progress | New records, duplicates, incomplete records, submitted and accepted cases. | Daily / as directed. |
| Weekly zone report | Zone-wise delivery rate, recovery trend, defaulter follow-up, complaints and corrective actions. | Weekly. |
| Monthly consolidated report | All KPIs, bank reconciliation, survey acceptance, complaints, staff and equipment status. | With invoice, no later than 5th of month. |
| Incident report | Serious complaint, safety incident, data breach, fraud suspicion or unauthorized action. | Immediately, followed by written report. |

All reports shall be signed or digitally authenticated by the responsible Contractor manager. HW&SC may prescribe templates and require additional supporting schedules for audit or operational control.

A report shall identify the data period, source, preparer, reviewer, date of submission and any assumptions or exceptions. Revised reports shall retain the original version and an audit trail of changes.

## ANNEXURE A-9: MONTHLY PERFORMANCE SCORECARD

*Suggested monitoring dashboard*

| KPI | TOR benchmark / measure | Monthly result | Status / action |
|---|---|---|---|
| Bill delivery | At least 95% per billing cycle. | _____ | _____ |
| Delivery completion | Within 10 days of bill receipt, subject to approved calendar. | _____ | _____ |
| Verified recovery | Credited amount compared with PKR 40m baseline. | _____ | _____ |
| Month-on-month growth | Recovery greater than preceding month for commission eligibility from month 3. | _____ | _____ |
| Current billing safeguard | Current-month current-bill recovery not lower than preceding month, as per TOR. | _____ | _____ |
| Survey acceptance | Number of valid records accepted by HW&SC × PKR 900. | _____ | _____ |
| Complaint handling | Complaints logged, referred and closed; ageing and serious cases. | _____ | _____ |
| Authorized enforcement | Disconnections/reconnections supported by written approvals. | _____ | _____ |
| Data integrity | Rejected/duplicate records, audit exceptions and unresolved issues. | _____ | _____ |
| Staff / fleet | Required personnel, squads and vehicles deployed and available. | _____ | _____ |

This scorecard is a monitoring aid. The payment and cancellation consequences shall be determined by the actual clauses in the approved TOR and contract, not by an informal dashboard score.

Monthly review chaired by: _____ Date: _____
Minutes reference: _____

## ANNEXURE A-10: MOBILISATION AND FOUNDATION PERIOD

*Two-month foundation period*

The first two (2) months are the foundation period. The Contractor shall use this period for mobilization, consumer-data verification, staffing, route planning, IT configuration, training and establishment of reporting/reconciliation arrangements.

| Milestone | Target timing | Evidence for acceptance |
|---|---|---|
| Kick-off and focal persons | Within first 5 working days | Kick-off minutes and contact directory. |
| Data receipt and inventory | As per HW&SC handover schedule | Signed inventory and discrepancy report. |
| Manager and zone leads | Early mobilization | CNIC/qualification/experience verification and deployment list. |
| Field staff and squads | Within approved mobilization period | Attendance, IDs, training records and zone-wise roster. |
| Vehicles and equipment | Before field operations | Registration/lease, insurance, inspection and equipment list. |
| MIS and delivery tracking | Before first full cycle | Demonstration, user access and test reports. |
| Complaint desk | Before public-facing operations | Published contact channel, staff roster and complaint log. |
| First cycle readiness | Before bill issue | Approved route plan, staffing and contingency plan. |
| Foundation review | End of each foundation month | Performance and corrective-action report. |

The TOR states that fixed OPEX is payable during the foundation period and incremental commission applies where recovery exceeds baseline. It also reserves HW&SC's discretion to withdraw, reduce or continue fixed OPEX if recovery falls below baseline or turns negative during the foundation period. The final contract must state the approval and documentation process for exercising this discretion.

No mobilization activity shall authorize the Contractor to access data beyond the approved scope or commence disconnection activity without separate written authority.

## ANNEXURE A-11: STAFFING AND DEPLOYMENT PLAN

*Minimum manpower proposed in the TOR*

| Position / resource | TOR minimum | Core responsibility | Verification evidence |
|---|---|---|---|
| Contract Manager | 1, full-time in Hyderabad | Overall delivery, reporting and liaison with HW&SC. | Degree, CV, experience and CNIC. |
| Zone Managers | As per requirement | Zone targets, supervision and escalation. | CV, experience and zone assignment. |
| Bill distributors | As per requirement | Door-to-door delivery and proof capture. | Roster, CNIC, training and ID. |
| Recovery officers | As per requirement | Payment follow-up and approved-channel guidance. | Roster, CNIC and training. |
| Disconnection squads | As per requirement | Authorized disconnection/reconnection support. | Squad roster, skills and safety training. |
| Vehicles | As per requirement | Field mobility and logistics. | Ownership/lease, registration and insurance. |
| Complaint desk | As per requirement | Complaint recording and escalation. | Duty roster and contact channel. |
| MIS / IT staff | As per requirement | Data management, reports and system support. | CVs and system demonstration. |

Square-bracketed or proposed staffing figures in the source TOR require confirmation before issuance. The final approved staffing schedule shall be inserted into the Data Sheet and applied uniformly to all bidders.

All personnel shall be verified, trained and issued HW&SC-approved identity cards before deployment. The Contractor remains responsible for salaries, benefits, statutory contributions, discipline and replacement of its personnel.

## ANNEXURE A-12: VEHICLES, TOOLS AND EQUIPMENT

*Operational readiness requirements*

The Contractor shall provide and maintain, at its own cost, the vehicles, motorcycles, tools, mobile devices, connectivity, uniforms, safety equipment and office resources necessary to perform the services. The fixed OPEX and commission structure is intended to cover the Contractor's operating costs, subject to the approved financial terms.

| Resource | Minimum control / evidence |
|---|---|
| Squad vehicles | Vehicles proposed; ownership or valid lease, registration, insurance and maintenance records. |
| Motorcycles | Adequate field mobility for distribution and recovery teams; roster and maintenance record. |
| Mobile devices | Device inventory, secure access, GPS capability and approved applications. |
| Tools | Appropriate tools for authorized technical work; inventory and issue/return register. |
| PPE | Safety shoes, gloves, reflective vests and task-appropriate protective equipment. |
| Uniforms / ID cards | Consistent approved identification; staff must not impersonate HW&SC employees. |
| Communication | Official contact numbers and escalation tree. |
| Backup arrangements | Replacement vehicle/device and contingency arrangements for breakdowns. |

HW&SC may inspect vehicles and equipment before mobilization and during the contract. Any resource found unsafe, unfit or unavailable shall be replaced promptly at the Contractor's cost.

The Contractor shall ensure that no vehicle, tool or equipment is used to intimidate consumers, obstruct public access or undertake work outside written instructions.

## ANNEXURE A-13: DATA GOVERNANCE AND CONFIDENTIALITY

*Ownership, access, security and return of data*

All consumer data, billing data, arrears ledgers, survey records, geo-tagged evidence, reports and other assignment records are and shall remain the property of HW&SC. The Contractor receives only a limited right to use the data for performing this contract.

| Control | Minimum requirement |
|---|---|
| Access control | Named user accounts, role-based permissions and prompt disabling of departed staff. |
| Purpose limitation | Use information only for billing distribution, recovery facilitation, survey and reporting under this contract. |
| Confidentiality | Written undertaking from the firm and confidentiality obligations for all staff. |
| Storage | Secure storage, protection against unauthorized copying and controlled physical files. |
| Transmission | Use approved secure channels; no personal email or public file-sharing services. |
| Backups | Regular backups, recovery testing and documented retention. |
| Incident reporting | Immediate notice to HW&SC of loss, unauthorized access, disclosure or suspected breach. |
| Audit trail | Log access, download, change, export and deletion events. |
| Exit / return | Return all data and records in usable formats; certify deletion of unauthorized copies. |

The Contractor shall not sell, disclose, profile, market to or otherwise exploit consumer information. It shall not use the data to contact consumers for unrelated products or services.

On expiry or termination, the Contractor shall hand over all records, credentials, system documentation and data dictionaries required for continuity. HW&SC may verify the handover and require written certification of return/deletion.

## ANNEXURE A-14: HEALTH, SAFETY AND FIELD CONDUCT

*Minimum safety and public-facing standards*

The Contractor shall maintain a safe working environment for its personnel and shall take reasonable precautions to protect consumers and the public during field activities. All operations shall comply with applicable labor, occupational safety, traffic and other laws.

| Risk area | Required control |
|---|---|
| Roadside work | High-visibility clothing, safe parking and traffic awareness. |
| Technical work | Only competent personnel; appropriate tools and isolation precautions where applicable. |
| Manual handling | Training and safe lifting practices. |
| Heat / weather | Water, rest breaks and adjustment of work during extreme conditions. |
| Public interaction | Calm, respectful communication; no crowd provocation or threats. |
| Incident response | Stop unsafe work, provide immediate assistance and notify HW&SC. |
| Personal protective equipment | Provide, maintain and replace suitable PPE at Contractor cost. |
| Training | Induction and refresher training; attendance records maintained. |

The Contractor shall maintain an incident register showing date, location, persons involved, nature of incident, immediate response, notification and corrective action. Serious incidents shall be reported to HW&SC immediately.

HW&SC may direct suspension of an unsafe activity until corrective measures are implemented. Such direction shall not relieve the Contractor of its safety obligations.

## ANNEXURE A-15: CODE OF CONDUCT FOR FIELD STAFF

*Mandatory standards for consumer-facing personnel*

| Staff shall | Staff shall not |
|---|---|
| Display valid HW&SC-approved contractor identity card. | Claim to be an HW&SC employee or government officer. |
| Use courteous and non-discriminatory language. | Threaten, harass, intimidate or use abusive language. |
| Provide accurate payment-channel information. | Demand or receive unofficial cash or personal transfers. |
| Refer billing disputes to HW&SC. | Alter bills, promise waivers or settle disputes without authority. |
| Follow written disconnection instructions. | Disconnect or reconnect on personal decision. |
| Protect consumer information. | Photograph or share unrelated personal information. |
| Report suspected fraud or misconduct. | Falsify delivery, recovery or survey records. |
| Follow safety instructions. | Use force or damage property. |

The Contractor shall train each employee on this Code before deployment and obtain a signed acknowledgement. The Contractor shall promptly remove from the assignment any person whose conduct presents a serious risk to consumers, HW&SC or the integrity of the services.

A substantiated complaint shall be investigated and documented. Serious misconduct may constitute a material breach and may trigger contractual remedies, without prejudice to any action under applicable law.

## ANNEXURE A-16: QUALITY ASSURANCE AND INTERNAL CONTROLS

*Preventing false reporting and service failures*

The Contractor shall establish supervisory checks that independently verify delivery, recovery, survey and enforcement records. The same employee should not create and finally approve a material transaction where separation of duties is reasonably practicable.

| Control | Frequency / evidence |
|---|---|
| Delivery sample checks | Random account-level physical or electronic checks each cycle; discrepancy log. |
| Duplicate detection | Automated or manual checks for repeated images, coordinates, timestamps and account IDs. |
| Recovery reconciliation | Daily exception check and formal monthly bank reconciliation. |
| Survey validation | Pre-submission duplicate check and HW&SC acceptance workflow. |
| Staff attendance | Daily roster and supervisor confirmation. |
| Vehicle inspection | Periodic inspection and defect register. |
| Complaint trend analysis | Monthly review of repeated staff, locality or service issues. |
| Corrective action | Named owner, due date and closure evidence for each finding. |

The Contractor shall immediately disclose any known material error in a report previously submitted. Deliberate concealment, falsification or destruction of records shall be treated as a serious integrity breach.

HW&SC may undertake announced or unannounced verification, inspect relevant systems and records, interview deployed staff and contact consumers for service verification, subject to applicable law and reasonable safeguards.

## ANNEXURE A-17: AUDIT, RECORD RETENTION AND ACCESS

*Inspection rights and record availability*

The Contractor shall maintain complete, accurate and retrievable records relating to performance, staffing, delivery, recovery facilitation, surveys, complaints, disconnections, vehicles, safety, invoices and statutory compliance.

| Record category | Minimum retention / access rule |
|---|---|
| Delivery records | At least three (3) years after contract end, as stated in TOR. |
| Recovery schedules | Transaction-level schedules and reconciliation support; preserve official references. |
| Survey evidence | All submitted evidence and HW&SC acceptance/rejection decisions. |
| Staff records | Deployment, attendance, identity verification and training records. |
| Complaint records | Original complaint, referrals, action taken and closure status. |
| Financial / tax records | Invoices, tax deductions and supporting schedules as required by law. |
| System logs | Access, change, download and export logs for the assignment. |
| Audit requests | Provide records within the reasonable period stated in HW&SC's written request. |

HW&SC and its authorized auditors may inspect records, systems, sites and field operations at any time, with or without prior notice, as permitted by the TOR and applicable law. The Contractor shall provide reasonable assistance and shall not obstruct an audit.

Records shall be stored in a manner that protects confidentiality while allowing HW&SC to exercise its ownership, inspection and retrieval rights.

## ANNEXURE A-18: PERFORMANCE REMEDIES AND PENALTY SCHEDULE

*To be completed and approved before RFP publication*

The TOR authorizes HW&SC to impose penalties or deductions for non-delivery of bills, false reports, misconduct and failure to meet performance targets. However, the source TOR does not prescribe monetary rates, formulae, caps, cure periods or a detailed deduction matrix.

| **Potential default** | **Evidence** | **Remedy / rate to be approved by HW&SC** |
|---|---|---|
| Bill delivery below 95% | Cycle-wise denominator and sample verification. | *Action will be taken* |
| Late delivery beyond approved cycle | Date-stamped handover and delivery records. | *Action will be taken* |
| False recovery / survey record | Bank reconciliation and validation record. | Recovery of overpayment plus |
| Unauthorized disconnection | No written authority / consumer complaint / inspection. | Removal, compensation/ rectification and penalty |
| Harassment / unofficial demand | Substantiated investigation. | |
| Data breach | Incident evidence and audit trail. | Containment, notification, remediation. |
| Repeated KPI failure | Monthly scorecards and warning records. | Corrective action, suspension or termination as approved. |

Any deduction must be supported by a written determination, the relevant clause, evidence, calculation and notice to the Contractor, with the response opportunity stated in the final contract.

## ANNEXURE A-19: RISK REGISTER

*Principal operational and contract risks*

| Risk | Possible impact | Mitigation / responsible party |
|---|---|---|
| Incomplete consumer data | Wrong delivery, disputes, reduced recovery. | Joint data inventory; discrepancy log; HW&SC approves corrections. |
| Incorrect bill delivery | Consumer inconvenience and complaints. | Route controls, proof of delivery and sample checks; Contractor. |
| Uncredited payment claims | Overpayment / inaccurate performance. | Bank-led reconciliation; HW&SC Finance. |
| Unauthorized cash collection | Fraud and reputational harm. | Approved channels only; consumer notices; strict audit. |
| Unlawful disconnection | Service disruption and legal exposure. | Written authorization and account validation; HW&SC controls. |
| Weak staff deployment | Missed cycle and poor service. | Verified staffing plan and daily attendance; Contractor. |
| Data leakage | Privacy and financial harm. | Role-based access, secure storage and incident response; Contractor. |
| Low recovery / seasonal variation | Failure to achieve baseline. | Monthly review, segmentation and approved recovery strategy; both parties. |
| Unclear penalty terms | Disputes and inconsistent enforcement. | Complete penalty schedule before publication; HW&SC. |
| Ambiguous procurement evaluation | Challenge / non-transparent award. | Approve method and detailed scoring before advertisement; Procurement Committee. |

The risk register is a management tool and does not alter the allocation of contractual responsibility. Risks outside the Contractor's control shall be addressed through the approved change, force majeure and review provisions, not through informal instructions.

## ANNEXURE A-20: CONTRACT MANAGEMENT AND GOVERNANCE

*Roles, meetings and decisions*

| Role | Core responsibility | Records |
|---|---|---|
| HW&SC Contract Manager | Central instructions, coordination, issue resolution and contract administration. | Directions, approvals, meeting minutes and action tracker. |
| HW&SC Zone Focal Persons | Zone-level coordination, verification and consumer issue escalation. | Zone reports, site checks and exception logs. |
| Contractor Contract Manager | Single point of accountability for all seven zones. | Consolidated reports, staffing and corrective plans. |
| Contractor Zone Managers | Daily supervision and zone target achievement. | Route rosters, field reports and complaint escalations. |
| Finance / authorized verification staff | Verify credited recovery, invoices, taxes and deductions. | Reconciliation certificate and payment record. |
| Procurement / competent authority | Procurement record, approvals, award and formal amendments. | Evaluation record, approvals and contract amendments. |

A kick-off meeting shall be held after contract execution. Thereafter, operational meetings may be held weekly during mobilization and monthly during steady-state operations, or at such frequency as HW&SC directs.

All decisions affecting price, scope, baseline, commission tiers, contract duration, security, performance standards or risk allocation must be made through formal written approval and contract amendment where required. Verbal directions shall not amend the contract.

## ANNEXURE A-21: HANDOVER AND EXIT MANAGEMENT

*Expiry, termination and continuity*

The Contractor shall cooperate in an orderly transition at expiry or termination. It shall not withhold HW&SC data, consumer records, passwords, reports or other Corporation property because of a payment dispute.

| Handover item | Required output |
|---|---|
| Consumer and billing data | Complete current export, data dictionary and record counts. |
| Delivery evidence | All proof-of-delivery records and unresolved exceptions. |
| Recovery records | Transaction schedules, receipt references and reconciliation status. |
| Survey records | All submitted, accepted, rejected and pending survey cases with evidence. |
| Complaint register | Open, pending and closed complaints with latest action. |
| Enforcement records | Authorizations, execution reports and outstanding follow-up. |
| System access | Transfer administrator access and disable Contractor accounts as directed. |
| Physical assets | Return HW&SC-issued property, documents and access cards. |
| Staff transition | Final staff deployment and access-closure list. |
| Deletion certification | Written certification regarding return and deletion of unauthorized copies. |

The parties shall prepare a joint exit inventory and identify any unresolved invoices, disputes, claims, records or consumer cases. Amounts earned up to the termination date remain subject to verification, applicable deductions and the final contract.

The Contractor shall provide reasonable transition assistance for the period stated in the approved contract, without compromising consumer service continuity or data security.

## ANNEXURE A-22: TECHNICAL PROPOSAL CHECKLIST

*Bidder's submission index*

| No. | Document / information | Bidder reference / page |
|---|---|---|
| 1 | Covering letter and proposal validity undertaking | _____ |
| 2 | Legal registration, incorporation / partnership documents | _____ |
| 3 | NTN, ATL evidence and income tax returns for required years | _____ |
| 4 | SRB / applicable sales tax registration and returns | _____ |
| 5 | Labor, EOBI and SESSI compliance, where applicable | _____ |
| 6 | Blacklisting, integrity and conflict-of-interest affidavits | _____ |
| 7 | Authority of signatory / board resolution / power of attorney | _____ |
| 8 | Years in business and relevant work orders / completion certificates | _____ |
| 9 | Consumer-account scale evidence and recovery performance | _____ |
| 10 | Disconnection / reconnection squad experience and public-dealing evidence | _____ |
| 11 | Client references with verifiable contact details | _____ |
| 12 | Contract Manager and seven Zone Managers CVs | _____ |
| 13 | Staffing and mobilization plan against C1-C8 | _____ |
| 14 | Vehicles, tools, PPE and logistics plan | _____ |
| 15 | IT/MIS description, screenshots and demonstration plan | _____ |
| 16 | Data-security and confidentiality undertaking | _____ |
| 17 | Recovery enhancement strategy and seven-zone work plan | _____ |
| 18 | Signed acceptance of TOR and addenda | _____ |
| 19 | Financial capacity documents and bank certificate | _____ |
| 20 | Security deposit undertaking / instrument as specified | _____ |

This checklist is a bidder convenience aid. The mandatory requirements and evaluation criteria in the approved RFP shall prevail in the event of inconsistency.

Authorized signatory: _____ Name / designation: _____ Date: _____

## ANNEXURE A-23: BIDDER'S EXPERIENCE SCHEDULE

*Relevant contracts and performance evidence*

| Client / utility | Assignment and scope | Period | Consumer accounts / bills | Contract value | Contact / certificate |
|---|---|---|---|---|---|
| _____ | _____ | _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ | _____ | _____ |

For each assignment, attach the signed contract/work order and completion or satisfactory-performance certificate. Where the assignment is ongoing, attach evidence of current performance and the client's confirmation.

The bidder shall separately identify experience in water supply and sewerage billing/recovery, electricity, gas, telecom, municipal/property tax or other recurring-bill services. The number of consumer accounts handled must be supported by a client certificate or equivalent verifiable record.

The procuring agency may contact the issuing clients and may conduct verification visits in accordance with the RFP. A bidder shall not claim another entity's experience unless the final RFP expressly permits it and the relationship is documented.

## ANNEXURE A-24: KEY PERSONNEL FORM

*Contract Manager and Zone Managers*

| Particular | Details |
|---|---|
| Proposed position | Contract Manager / Zone Manager (specify zone) |
| Full name | _____ |
| CNIC / identity reference | _____ |
| Qualification | _____ |
| Total relevant experience | _____ |
| Utility billing / recovery experience | _____ |
| Similar assignments | _____ |
| Current employer / availability | _____ |
| Proposed start date | _____ |
| Contact details | _____ |

Attach a signed curriculum vitae, copies of relevant qualifications and experience evidence. The bidder shall confirm that the proposed person is available for the assignment and will not be substituted without prior written approval of HW&SC, except for a justified replacement of equal or better qualification.

Declaration by proposed personnel: I confirm that the information provided is correct and that I am aware of the proposed role and expected deployment under this assignment.

Signature: _____ Date: _____ Bidder authorized signatory: _____

## ANNEXURE A-25: FINANCIAL AND BANK CAPACITY FORM

*Financial standing and liquidity*

| Financial year | Annual turnover (PKR) | Net worth (PKR) | Audited / certified accounts reference |
|---|---|---|---|
| Year 1 | _____ | _____ | _____ |
| Year 2 | _____ | _____ | _____ |
| Average | _____ | _____ | N/A |

Attach audited financial statements for the last two (2) years or the alternative evidence expressly permitted by the TOR. The bidder shall identify the portion of turnover attributable to billing, recovery, collection or field services.

Bank certificate: Name of bank _____; branch _____; date _____; available liquidity / credit facility PKR _____. The TOR proposes a minimum liquidity or credit availability of PKR 15 million, subject to final confirmation.

The bidder authorizes HW&SC to verify the certificate directly with the issuing bank. The bank certificate shall not be treated as a guarantee or commitment by the bank unless it expressly states so.

## ANNEXURE A-26: FINANCIAL PROPOSAL ACKNOWLEDGEMENT

*Acceptance of the TOR remuneration structure*

The TOR prescribes the remuneration structure set out below. The bidder shall confirm its acceptance and identify any tax assumptions or proposed improvement expressly permitted by the final RFP. The bidder must not silently alter the fixed OPEX, baseline, commission bands or survey fee.

| Component | TOR basis | Bidder acknowledgement |
|---|---|---|
| Baseline recovery | PKR 40,000,000 per month | Accept / clarify |
| Fixed operational expenditure | 6% of baseline = PKR 2,400,000 per month | Accept / clarify |
| Incremental commission | 7% to 20% on entire excess over baseline, at applicable single tier rate | Accept / clarify |
| Survey fee | PKR 900 per valid, new/unauthorized connection accepted by HW&SC | Accept / clarify |
| Bill distribution | No separate per-bill fee; included in fixed OPEX | Accept / clarify |
| Other charges | None unless agreed in writing and permitted by RFP | Accept / clarify |
| Applicable taxes | As per prevailing law; identify assumptions | Details: _____ |

The source TOR does not prescribe a separate price-scoring formula. The procuring agency must approve and disclose the final financial evaluation and award method before advertisement. No bidder or evaluator may introduce an undisclosed formula after proposal submission.

Authorized signatory: _____ Date: _____

## ANNEXURE A-27: CONFLICT OF INTEREST AND INTEGRITY DECLARATION

*To be signed by the bidder*

I/We, the undersigned authorized representative of the bidder, declare on behalf of the bidder that:

- The bidder has disclosed all actual, potential or perceived conflicts of interest relevant to this procurement.
- Neither the bidder nor, to the best of its knowledge, its directors/partners has offered, promised or given any improper benefit to influence the procurement or contract.
- The bidder has not engaged in collusive, coercive, fraudulent, corrupt or obstructive practices.
- The information and documents submitted are true, complete and capable of verification.
- The bidder shall promptly notify HW&SC if any declaration becomes inaccurate before award or during contract execution.
- The bidder shall comply with the integrity, confidentiality, audit and record-keeping requirements of the RFP and contract.

Details of any disclosure / exception (attach separate sheet): _____

Name of bidder: _____ Name of authorized signatory: _____

Designation: _____ Signature / seal: _____

Date: _____

## ANNEXURE A-28: PRE-ISSUE APPROVAL GATE

*Mandatory completion before public advertisement*

| Issue requiring decision | Current position in source TOR / draft | Approval / action required |
|---|---|---|
| Procurement method | Not conclusively fixed in source TOR. | Obtain competent authority approval and cite applicable SPPRA provisions. |
| Procurement procedure | One-stage/two-envelope or other method not confirmed. | Select procedure and align opening/evaluation steps. |
| Single contract or seven lots | TOR allows one or more firms/zones at HW&SC discretion. | Decide lots, bidder limits and award structure before notice. |
| Evaluation / award method | 100-mark technical/financial capacity rubric; no price score/formula supplied. | Approve clear and lawful method; disclose formula and ranking method. |
| Technical qualifying score | Proposed [70]%; not finally confirmed. | Approve and insert final threshold. |
| Experience / staffing thresholds | Several figures appear in square brackets. | Confirm all thresholds and remove brackets. |
| Security deposit | 10% of the baseline amount (40 million). | Legal/finance review of proportionality, form, validity and release. |
| Penalty schedule | No monetary rates or calculation formula supplied. | Approve objective, proportionate schedule and due process. |
| Contract term | Proposed three years including foundation period. | Confirm term, extension and approval. |
| Tax / estimated value | Not fully stated. | Estimate total contract exposure and tax treatment. |
| Complaint redressal | Forum/contact details not inserted. | Insert constituted grievance forum and contact details. |
| Publication details | Dates, deadlines, contact details and portal fields blank. | Complete notice and publication/portal requirements. |
| Current legal framework | SPPRA Rules 2010 and amendments apply subject to latest notification. | Legal/procurement cell to verify latest rules, regulations and SPPRA directions. |

Approved by competent authority: _____ Designation: _____ Date: _____

# HYDERABAD WATER & SEWERAGE CORPORATION

## AT-A-GLANCE BILLING & OUTSTANDING POSITION

| PARTICULARS | DOMESTIC | COMMERCIAL |
|---|---|---|
| **Current Monthly Billing Demand (Estimated demand)** | Rs. 80 Million | Rs. 60 Million |
| **Total Outstanding Dues** | Rs. 5,447 Million | Rs. 3,123 Million |

## CONSOLIDATED POSITION

| | |
|---|---|
| **Total Current Monthly Billing Demand** | **Rs. 140 Million** |
| **Total Outstanding Dues** | **Rs. 8,570 Million** |

*All amounts are expressed in Pakistani Rupees (PKR).*