

PAKISTAN ENGINEERING COUNCIL (PEC)

Request for Proposal (RFP)

Hiring of Financial Consultant Firm for Development of Integrated Financial Business Plan & Sustainability Framework

1. Introduction:

The Pakistan Engineering Council (PEC) is a statutory autonomous body established under the PEC Act, 1976 for regulation of the engineering profession, engineering education, and engineering practice in Pakistan.

PEC intends to engage a qualified and experienced financial consultant firm for the development of an Integrated Financial Business Plan & Sustainability Framework aimed at establishing a comprehensive short-term, medium-term, and long-term financial planning and sustainability mechanism for the Council.

Eligible financial consultant firms are invited to submit technical and financial proposals in accordance with the requirements outlined in this Request for Proposal (RFP).

2. Procurement Method

The procurement shall be conducted in accordance with the applicable provisions of the Procurement of Quality Base Selection (QBS) of the Consultancy Services Regulation of the PPRA.

PEC reserves the right to accept or reject any proposal under relevant provisions of PPRA Regulation.

3. Objectives of the Assignment

The key objectives of the assignment include:

- Assess PEC's current financial and operational position;
- Analyze all major revenue streams and expenditure centers;
- Assess sustainability and profitability of operational/service functions;
- Develop integrated short-term, medium-term, and long-term financial projections;
- Identify operational inefficiencies, high-cost areas, and expenditure optimization opportunities;
- Support PEC in prioritization and sequencing of future strategic initiatives;
- Develop financial sustainability scenarios;
- Establish a practical financial planning framework for evidence-based management decisions;
- Develop a cost center-based financial analysis framework for PEC operations;
- Establish a long-term financial sustainability and resilience framework for PEC.

4. Strategic Planning Horizons

Short-Term Financial Roadmap (1–2 Years)

- Financial stabilization;

- Operational efficiency;
- Immediate revenue enhancement opportunities;
- Cost optimization and cash flow management.

Medium-Term Institutional Sustainability Framework (3–5 Years)

- Diversification of PEC revenue streams;
- Development of financially sustainable operational models;
- Cost recovery mechanisms for PEC services and programs;
- Financial restructuring of high-cost operational areas;
- Head office, Regional, and Unit wise financial optimization;
- Service-wise financial performance benchmarking;
- Reserve fund strengthening strategy; and
- Multi-source income sustainability planning.

Long-Term Strategic Financial Outlook (6–10 Years)

- Strategic institutional growth;
- Infrastructure expansion implications;
- Long-term reserve and fund sustainability;
- Strategic investment and resilience planning;
- Scenario-based financial sustainability projections;
- Long-term capital allocation framework; and
- Economic and operational stress-testing models.

5. Scope of Work

The selected consulting firm shall undertake the following activities:

Phase 1 – Project Inception & Institutional Assessment

- Kick-off meeting with PEC leadership;
- Work plan and stakeholder mapping;
- Institutional, operational, and policy review.

Phase 2 – Financial & Operational Baseline Assessment

- Historical financial review;
- Budget and treasury assessment;
- Audit and governance review.

Phase 3 – Revenue & Cost Structure Analysis

- Revenue stream mapping;
- Cost allocation and profitability analysis;
- Sustainability and cross-subsidization assessment.

Phase 4 – Integrated Financial Forecasting

- Development of short-, medium-, and long-term projections;
- Financial statements and sustainability indicators;
- Forecast assumptions framework.

Phase 5 – Strategic Scenario Modeling

- Growth and expansion scenarios;
- Best-case, base-case, and stress-case analysis;
- Financial risk and sustainability assessment.

6. Deliverables

- Inception Report;
- Institutional & Financial Baseline Assessment;
- Revenue & Cost Structure Analysis;
- Integrated Financial Business Plan;
- Short-Term Financial Roadmap;
- Medium-Term Sustainability Framework;
- Long-Term Strategic Financial Outlook;
- Integrated Financial Forecasting Model;
- Scenario Analysis Report;
- Final Presentation to PEC Leadership.

7. Duration of Assignment

- The assignment is expected to be substantially completed within 8 weeks from commencement. The consultant shall provide a detailed milestone-based implementation schedule at project inception.

8. Expected Outcomes for PEC

The assignment is expected to enable PEC to establish, for the first time, a structured and integrated financial planning framework aligned with its institutional mandate, operational responsibilities, and long-term strategic vision.

The expected outcomes of the assignment include:

- Development of a practical financial roadmap for short-term, medium-term, and long-term institutional planning;
- Improved financial visibility for informed policy and management decision-making;
- Better alignment of institutional priorities with available financial resources;
- Enhanced financial sustainability and resource optimization across PEC functions and service streams;
- Identification of operational inefficiencies, financial risks, and potential revenue enhancement opportunities;
- Improved planning and management of future capital and infrastructure development commitments;

- Establishment of an evidence-based framework for evaluating future strategic initiatives and expansion plans;
- Strengthened institutional capacity for budgeting, forecasting, and financial management; and
- Availability of an integrated financial model that may be periodically updated by PEC for future planning and monitoring purposes.

This exercise is also expected to support PEC in transitioning towards a more strategically managed, financially sustainable, and future-ready regulatory institution.

9. Eligibility Criteria

Firms must meet ALL mandatory criteria (EC-01 to EC-12) to be considered for shortlisting. Non-compliance with any mandatory criterion will result in disqualification.

S.No.	Category	Eligibility Requirement	Supporting Document Required	Mandatory
EC-01	Legal Status & Registration	Must be a legally registered firm/company in Pakistan under the Companies Act, 2017 or Partnership Act, with valid certificate of incorporation/registration	Certificate of Incorporation / Registration	Yes
EC-02	Firm Type & Affiliation	Must be one of the Big 4 / Big 5 audit & advisory firms OR a firm with demonstrated international affiliation/network with a globally recognized financial advisory group	Affiliation Agreement / Network Membership Certificate	Yes
EC-03	Years in Operation	Minimum 15 years of continuous operation in Pakistan as a professional consultancy/financial advisory firm	Incorporation Certificate + Audited Annual Reports	Yes
EC-04	Minimum Annual Turnover	Average annual turnover of PKR 500 million or above during the last three (3) completed financial years	Audited Financial Statements (last 3 years)	Yes

S.No.	Category	Eligibility Requirement	Supporting Document Required	Mandatory
EC-05	Sector Experience — Public Sector	Must have completed at least three (3) assignments of similar nature (financial/business planning or sustainability frameworks) for Government of Pakistan entities, statutory bodies, or regulators in the last 10 years	Completion Certificates / Client Reference Letters	Yes
EC-06	Integrated Financial Business Plan Experience	Demonstrable experience in preparation of Integrated Financial Business Plans covering short, medium and long-term financial sustainability frameworks for public/semi-public institutions	Contract copy / completion certificate	Yes
EC-07	Key Personnel — Team Lead	Proposed Team Lead must be a Fellow Chartered Accountant (FCA) or CFA Charter holder with minimum 15 years post-qualification experience in financial advisory/institutional planning	CV + ICAP/ICAEW/CFA Membership Certificate	Yes
EC-08	Key Personnel — Financial Analyst	At least two (2) qualified financial analysts with relevant professional qualifications (ACA, ACCA, CIMA, CFA Level II+) and minimum 8 years of experience each	CVs + Professional Certificates	Yes
EC-09	Tax Compliance	Must be on Active Taxpayers List (ATL) of FBR; valid NTN and GST registration certificates required	FBR ATL confirmation + NTN + GST Certificate	Yes

S.No.	Category	Eligibility Requirement	Supporting Document Required	Mandatory
EC-10	No Conflict of Interest	Must not be currently engaged by PEC or any entity in a capacity that would create a conflict of interest with this assignment. A declaration to this effect must be submitted	Signed Conflict of Interest Declaration	Yes
EC-11	Litigation / Blacklisting	Must not be blacklisted by PPRA, any federal/provincial government, or any international financing institution. Must not have any adverse court judgment against the firm in the last 5 years	Signed Self-Declaration on Firm Letterhead	Yes
EC-12	Data Confidentiality & Security	Must demonstrate capability and commitment to data security/confidentiality management, including an internal data protection policy	Data Protection / Confidentiality Policy Document	Yes

10. Quality-Based Selection (QBS) Scoring Criteria

Shortlisted firms meeting all mandatory criteria will be evaluated on the following QBS parameters:

#	QBS Parameter	Max Marks	Remarks
1	Firm Profile, Reputation & International Affiliation	15	Big 4/5 affiliation, global reach
2	Relevant Experience — Public Sector Financial Planning	25	Last 10 years, min. 3 assignments

#	QBS Parameter	Max Marks	Remarks
3	Relevant Experience — Corporate sector financial & business planning	20	Last 10 years
4	Methodology & Technical Approach	20	Submitted with EOI
5	Qualification & Seniority of Key Personnel	15	CVs with qualifications
6	Proposed Timeline & Work Plan	5	Realistic & detailed
TOTAL		100	Min. 70 to qualify

11. EOI Submission Requirements

Interested firms shall submit the following documents as part of their EOI package:

- Covering letter on firm letterhead, signed by authorized representative
- Firm profile and brochure
- Evidence of all mandatory eligibility criteria (EC-01 to EC-12) with supporting documents
- List of at least three (3) relevant completed assignments with client references (name, designation, contact number)
- CVs of proposed Key Personnel/Professional membership
- Brief Technical Approach & Methodology (max 5 pages)
- Signed Conflict of Interest Declaration
- Signed Self-Declaration regarding non-blacklisting and no adverse litigation
- Valid FBR ATL confirmation, NTN & GST Registration

12. Important Notes

- Only firms meeting ALL mandatory eligibility criteria (EC-01 to EC-12) shall be shortlisted for QBS evaluation.
- PEC reserves the right to verify all information provided, seek clarifications, and reject any or all EOIs without assigning any reason.
- Submission of an EOI does not guarantee selection or award of any contract.
- Firms with a conflict of interest as defined under PPRA Rules or Regulation shall be ineligible.

13. Proposal Submission Procedure

Interested firms shall submit:

A. Technical Proposal

Containing:

- Understanding of assignment;
- Methodology and work plan;
- Team composition and CVs;
- Relevant experience;
- Timeline and implementation schedule.

B. Financial Proposal

Containing:

- Lump-sum financial quotation;
- Detailed cost breakdown;
- Applicable taxes.

Technical and Financial proposals shall be submitted in separate sealed envelopes clearly marked as:

- “TECHNICAL PROPOSAL”
- “FINANCIAL PROPOSAL”

Both envelopes shall be enclosed in a single outer envelope clearly marked:

“Proposal for Development of Integrated Financial Business Plan & Sustainability Framework for PEC”

14. Evaluation Criteria

Financial Evaluation

Financial proposals of technically qualified firms shall be evaluated in accordance with Procurement of Consultancy Services Regulation of the PPRA.

15. Confidentiality

All information shared by PEC shall remain confidential and shall not be disclosed to any third party without prior written approval of PEC.

13. Ownership of Documents

All reports, models, data, analyses, presentations, and outputs developed under this assignment shall remain the exclusive property of Pakistan Engineering Council.

14. Responsibilities of PEC

- Provide operational, financial, and institutional information;
- Facilitate meetings and access to relevant departments;
- Provide strategic guidance and institutional priorities;
- Review draft deliverables and provide timely feedback;
- Nominate focal persons for coordination.

15. Proposal Validity

The proposals shall remain valid for a period of ninety (90) days from the date of opening.

16. Submission Deadline

The proposals must reach the office of the undersigned on or before: **June 10, 2026 at 2.30 PM.**

Late submissions shall not be entertained.

17. Address for Submission

Eligible Individual consultants, registered on EPADS, are requested to upload their proposals, (Technical & Financial) electronically on EPADS on or before closing date. Technical proposals will be opened on the same day at 03:30 pm.

18. General Terms & Conditions

- i. PEC reserves the right to reject any or all proposals as per PPRA Regulation/Rules.
- ii. Incomplete proposals shall not be considered.
- iii. PEC may cancel the procurement process at any stage.
- iv. Any attempt to influence the evaluation process shall result in disqualification.
- v. Taxes shall be deducted as per applicable laws.

Yours sincerely,
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