



TENDER DOCUMENT

ENGAGEMENT OF A THIRD-PARTY CONSULTANT TO REVIEW, ASSESS, AND OPTIMIZE THE BUSINESS AND FINANCIAL MODEL OF NATIONAL UNIVERSITY OF SCIENCES & TECHNOLOGY (NUST) H-12 CAMPUS ISLAMABAD

Tender No: 0972/A104/NUST/LP

Date: 15 Jun 2026

1. NUST seeks to engage a reputable International Consulting Firm, with local office in Pakistan, with demonstrated experience of consultancy in higher educational financial transformation, institutional sustainability modelling, and strategic advisory for globally ranked Top 100-200 universities.
2. **Submission of Bids.** Single Stage-One Envelope procedure through EPADS.
3. **Eligibility Criteria:** The bidder must:
 - a. Be registered with FBR for income tax as well as sales tax (NTN & Sales Tax certificate mandatory).
 - b. Be active on taxpayer list (FBR Active Taxpayer List — ATL).
 - c. Registered as a CA Firm / well-reputed consultancy company as a legal entity with SECP / ICAP / Registrar of Firms.
 - d. Never been blacklisted by any government / semi-government organization; affidavit on Stamp Paper required.
 - e. Not be under any litigation. Affidavit on Stamp Paper required.
4. **Vendor Specific Mandatory Terms of Reference (ToRs)**
 - a. **Objectives.** Following are the objectives of the engagement:
 - (1) **Current State Financial Assessment.** Obtain a fact-based understanding of NUST's current financial position to identify key roll-forward considerations.
 - (2) **Financial feasibility / modeling.** Test whether NUST's strategic ambitions are financially viable.
 - (3) **Funding options analysis.** Identify optimal funding options aligned with NUST's objective to be amongst Top 100 ranked university globally. Benchmark with international top institutions and identify the gaps with actionable recommendations.
 - b. **Expected key outcomes.**

The external consultant will also prepare financial assessment, financial feasibility / modeling and funding option analysis to guide NUST to achieve the Top 100 universities status globally. The key outcomes are as follows:

- (1) Have a structured financial assessment, and roll-forward projections in the form of a flexible and robust financial plan/model of NUST that serves as decision support tool for its leadership.
 - (2) Identify funding needs for an As-Is and incremental investments on global ranking improvement initiatives.
 - (3) High level funding options analysis, including optimization of National Science and Technology Park (NSTP) as a financial asset with financial sustenance.
- c. **Deliverables**. The consultant will provide:
- (1) Current state financial assessment report
 - (2) Financial model of the project in MS Excel
 - (3) Financial feasibility report
- d. **Duration of the Assignment**. The assignment is expected to be completed within 16 to 20 weeks from the date of contract award.
- e. **Required Qualifications of the Consulting Firm**. The consulting firm should demonstrate:
- (1) **International Affiliation**: The firm must have a verifiable international affiliation with a globally recognized consulting network, professional body, or institutional partner. Documentary evidence is mandatory.
 - (2) **Annual Revenue**: The firm must demonstrate annual revenue from Pakistan operations for the last concluded financial year.
 - (3) **General Experience**: Consultancy Services for Financial Assessments / Financial Feasibility Study in the Public and Private sector in Pakistan during the last ten (10) years.
 - (4) **Economic / Technology Zone Experience**: Financial Consultancy Services for the development of Industrial Estate Zone(s) / Special Economic Zone(s) / Technology Park(s) during the last ten (10) years.
 - (5) **Specific Experience- Public Sector**: Financial & Business Consultancy Services in the development / review of the Financial Model / business plan for the public sector in Pakistan during the last ten (10) years.
 - (6) **Education Sector Experience**: Financial Consultancy Services in the development / review of the Financial Model / business plan for the education sector during the last ten (10) years.
 - (7) **Team Leader**: MBA (Finance / Marketing / Real Estate) or CA / ACCA / CFA. Minimum 20 years of relevant experience. Must have led comparable assignments for complex public-sector or higher education institutions.
 - (8) **Financial Expert**: MBA (Finance / Marketing / Real Estate) or CA / ACCA / CFA. Minimum 10 years of relevant experience. Multidisciplinary capability covering strategy, finance, governance, and higher education is required.
 - (9) **Appreciation of Understanding of Assignment**: The proposal must demonstrate a clear understanding of NUST's requirements and the objectives of this assignment.
 - (10) **Proposed Approach and Work Plan**: The proposal must demonstrate innovation and suitability of the approach, quality of the work plan, and understanding of key project objectives and challenges in the context of NUST.

- f. **Reporting Requirements.** The engagement will be coordinated by the P&S Dte, which will serve as the focal point for access to information, stakeholder coordination, and review of deliverables.

5. **Instructions for Suppliers (Be Noted Carefully):**

- a. Incomplete bid in any aspect will be rejected.
- b. Submit the bid through E-PADS only. In addition to 1 x hard copy of the same bid to be submitted at the time of Bid Opening.
- c. Bid(s) may be rejected **if rates are unclear, incomplete, ambiguous, conditional or not totaled.**
- d. **Penalty for delays:** To be decided by NUST in view of prevalent factors.
- e. **NUST reserves the right to (i)** Increase/decrease the scope of services while awarding the contract. **(ii)** reject any bid(s) or procurement process. **(iii)** Make clarifications during contract period etc. any time, as per rules.
- f. **Bid Security** Refundable bid security worth Rs. 1,000,000 (Pay Order / Demand Draft Favoring NUST) to be handed over at the time of bid opening.
- g. Representatives of bidders are allowed to witness opening of tenders, without claiming any privilege.
- h. **Contract Agreement** shall be signed with successful bidder(s) as per Form of Contract (**Annex-C**), NUST policy and Provision of **Rs. 100 stamp paper** shall be the responsibility of successful bidder.
- i. **Late submission of bids** is not acceptable.
- j. Information regarding subject should not be communicated to un-authorized person(s).
- k. **Arbitration** The Parties will attempt in good faith to resolve any dispute, controversy or claim through their senior management within fifteen (15) business days. If such negotiations fail, any dispute arising out of this Agreement shall be finally settled by Pro-Rector (P&R) NUST as arbitrator where both Parties will be represented by their respective nominees. The award of the arbitrators shall be binding on both the Parties. The venue of the arbitration shall be NUST H-12 Campus, Islamabad and the proceedings shall be governed by the Arbitration Act 1940. Each Party shall bear its own arbitration cost and English shall be the language of arbitration.
- l. **Payment** will be made after deduction of Income Tax and part of Sales Tax by NUST, as per Govt rules. It is vendor's responsibility to be on Active Tax Payers list of FBR.
- m. **Bidding Documents processing fee** must be provided physically in original at the time of bid opening in the shape of Pay Order / Bank Draft of **Rs. 10,000/- (non-refundable)** in favor of NUST SGI Account.
- n. Bid must be **valid** for at least **90 days** after the opening date of tender.
- o. Bidder to ensure submission of documents as per details provided in **Annex-B** (on Company Letter Head).
6. **Pre-bid Meeting:** A Pre-Bid meeting will be held at 1100 hrs on **30 June 2026** for any clarification/technical queries representatives in **P&LP Directorate Conference Room, Near NT Park, NUST H-12 Campus, Islamabad.**

7. **Selection / Evaluation Criteria:** Comprehensive Bid Evaluation Criteria is provided in the tender document as **Annex-A**. Final selection will be made by calculating the average marks so obtained by each bidder. Any Firm scoring more than or equal to 70% aggregated marks will qualify to compete. Contract will be awarded to the bidder offering the Most Advantageous bid.

8. **Bid Opening:** The e-bids must be submitted through E-PADS by **8 July 2026 before 1100 hrs**. **Electronic Bids will be opened on the same day at 1130 hrs** in the presence of Local Purchase Committee and firm representatives in **P&LP Directorate Conference Room, Near NT Park, NUST H-12 Campus, Islamabad.**

9. Bid opening may be postponed due to unavoidable circumstances, including public holidays, leave, or official commitments of the President or members of the Purchase Committee. In such cases, the bid opening will be rescheduled to the next working day.



A/Director P&LP
(Muhammad Maalik)
(Telephone: 051-90851649)

Technical Evaluation Criteria

1. **Required Qualifications of the Consulting Firm.** The consulting firm must demonstrate the qualifications listed below. Each qualification corresponds directly to a scored criterion in the Technical Evaluation and will be assessed accordingly. Proposals not addressing a qualification will receive zero marks for the corresponding criterion.

Technical Evaluation Criteria- Criteria and point system for the evaluation				
Sr. No	Description	Sub-Units	Total Marks	Weighted Percentage
A1	Organizational Strength	International Affiliation	20	10%
		Annual Revenue	80	
		Total	100	
A2	Consultant Experience	General Experience	20	40%
		Economic / Technology Zone Experience	20	
		Specific Experience — Public Sector	40	
		Education Sector Experience	20	
		Total	100	
A3	Project Team	Team Leader	60	20%
		Financial Expert	40	
		Total	100	
A4	Approach & Methodology	Appreciation of understanding of assignment	20	30%
		Proposed Approach and Work plan	80	
		Total	100	

$$\text{Technical Score} = \frac{A1[10]}{100} + \frac{A2[40]}{100} + \frac{A3[20]}{100} + \frac{A4[30]}{100}$$

The minimum technical score (St) required to pass is 70 Points.

Technical = 60% | Financial = 40%

The formula for determining the **financial scores** is as follows:

$$Sf = 100 \times Fm / F$$

Sf = The financial score

Fm = The lowest price

F = The price of the proposal under consideration

Evidence & Scoring Criteria		
Evaluation Criterion	Required Qualification	Evidence
A1 (10%) — Organizational Strength	International Affiliation [20 marks]: The firm must have a verifiable international affiliation with a globally recognized consulting network, professional body, or institutional partner. Documentary evidence is mandatory.	Evidence should be provided for the same — Full marks for international affiliation [20 marks] — Zero mark for no international affiliation [0 marks]
	Annual Revenue [80 marks]: The firm must demonstrate annual revenue from Pakistan operations for the last concluded financial year.	Annual Tax Returns for the latest year should be provided as supporting evidence — More than PKR 4,000 million per year [80 marks] — More than PKR 3,000 million per year [40 marks] — More than PKR 2,000 million per year [20 marks]
A2 (40%)— Consultant Experience	General Experience [20 marks]: Consultancy Services for Financial Assessments / Financial Feasibility Study in the government and public sector in Pakistan during the last ten (10) years.	Each project carries 04 marks (05 projects to achieve full marks)
	Economic / Technology Zone Experience [20 marks]: Financial Consultancy Services for the development of Industrial Estate Zone(s) / Special Economic Zone(s) / Technology Park(s) during the last ten (10) years.	Each project carries 10 marks (02 project to achieve full marks)
	Specific Experience — Public Sector [40 marks]: Financial & Business Consultancy Services in the development / review of the Financial	— Each project carries 10 marks (04 projects to achieve full marks)

	Model / business plan for the public sector in Pakistan during the last ten (10) years.	
	Education Sector Experience [20 marks]: Financial Consultancy Services in the development / review of the Financial Model / business plan for the education sector during the last ten (10) years.	— Each project carries 5 marks (04 projects to achieve full marks)
A3 (20%) — Project Team	Team Leader [60 marks]: MBA (Finance / Marketing / Real Estate) or CA / ACCA / CFA. Minimum 20 years of relevant experience. Must have led comparable assignments for complex public-sector or higher education institutions.	60% weightage will be assigned to Relevant Experience and 40% to Education
	Financial Expert [40 marks]: MBA (Finance / Marketing / Real Estate) or CA / ACCA / CFA. Minimum 10 years of relevant experience. Multidisciplinary capability covering strategy, finance, governance, and higher education is required.	60% weightage will be assigned to Relevant Experience and 40% to Education
A4 (30%) — Approach & Methodology	Appreciation of Understanding of Assignment [20 marks]: The proposal must demonstrate a clear understanding of NUST's requirements and the objectives of this assignment.	— What is the depth of the Consultant's understanding of the requirements and objectives of the consultancy assignment? — Understanding of the key Project considerations
	Proposed Approach and Work Plan [80 marks]: The proposal must demonstrate innovation and suitability of the approach, quality of the work plan, and understanding of key project objectives and challenges in the context of NUST.	— Innovation and suitability of the proposed approach towards the assignment — Quality of work plan — Understanding of key project objectives, challenges and considerations in the context of NUST

**FOR ENGAGEMENT AS A THIRD-PARTY CONSULTANT TO REVIEW, ASSESS,
AND OPTIMIZE THE BUSINESS AND FINANCIAL MODEL OF NUST
(ATTACHMENT ON EPADS)**

Ensure that you have provided the following documents, labelled and referred correctly. Please highlight the relevant information in the attached document.

S/No.	Required Documents (ONE COPY ONLY)	Attached? <input type="checkbox"/> / <input type="checkbox"/>	Placed At
1.	NTN certificate	<input type="checkbox"/>	
2.	Sales Tax certificate	<input type="checkbox"/>	
3.	Certifications	<input type="checkbox"/>	
4.	Professional Rating		
5.	GST Deposit record	<input type="checkbox"/>	
6.	No Blacklisting Affidavit	<input type="checkbox"/>	
7.	No litigation Affidavit	<input type="checkbox"/>	
8.	Firm's Registration Record	<input type="checkbox"/>	
9.	Executive Summary of Company Profile Containing necessary details required to ascertain Company's capacity to undertake the assignment.	<input type="checkbox"/>	
10.	Documents required to meet Technical Evaluation Criterion (Annex-A)	<input type="checkbox"/>	
11.	Refundable bid security worth Rs. 100,000 (Pay Order / Demand Draft Favouring of NUST).	<input type="checkbox"/>	
12.	Duly audited financial reports for the last 2-3 x years.	<input type="checkbox"/>	
13.	Resume of technical manpower (on company's payroll), posted in Pakistan office: Relevant to the project only (One Page)		
14.	Resumes of technical manpower (on company's payroll), dedicated for this project: Relevant to the project only (Please mention)		
15.	Prices is quoted in Pak Rupees		
16.	Compliance Sheet Signed and Stamped by owner/representative.		
17.	Bid is valid for at least 90 days from the date of bid opening	<input type="checkbox"/>	X
18.	Firm must possess a registered PTCL number under its name	<input type="checkbox"/>	
19.	Last 3 x month utility bills , duly paid, of the office accommodation of the company/firm.		

Signature: _____

Name: _____

Designation: _____

Date: _____



Form of Contract

This Contract Agreement No: _____ is made on ___ Jun 2026.

Purchaser:

National University of Sciences and Technology (NUST), H-12, Islamabad, through its A/Director P&LP Directorate, hereinafter referred to as the “**Purchaser**”, which expression shall include its successors and permitted assigns.

Supplier:

M/s _____, through its authorized representative Mr. _____, hereinafter referred to as the “**Supplier**”, which expression shall include its successors and permitted assigns.

WHEREAS the Purchaser invited tenders for the **ENGAGEMENT OF A THIRD-PARTY CONSULTANT TO REVIEW, ASSESS, AND OPTIMIZE THE BUSINESS AND FINANCIAL MODEL OF NATIONAL UNIVERSITY OF SCIENCES & TECHNOLOGY (NUST), NUST H-12 CAMPUS ISLAMABAD;**

AND WHEREAS the Supplier’s bid for **ENGAGEMENT OF A THIRD-PARTY CONSULTANT TO REVIEW, ASSESS, AND OPTIMIZE THE BUSINESS AND FINANCIAL MODEL OF NATIONAL UNIVERSITY OF SCIENCES & TECHNOLOGY (NUST), NUST H-12 CAMPUS ISLAMABAD** was accepted at a total Contract Value of PKR _____/- (inclusive of all applicable taxes);

NOW THIS CONTRACT WITNESSETH AS FOLLOWS:

1. In this Contract words and expressions shall have the same meanings as are respectively assigned to them in the Conditions of Contract referred to.
2. The following documents shall be deemed to form and be read and construed as part of this Contract, In the event of any ambiguity or conflict between the Contract Documents listed below, the order of precedence shall be the order in which the Contract Documents are listed below: -
 - (a) This form of Contract;
 - (b) the Form of Bid and the Price Schedule submitted by the Bidder;
 - (c) the Schedule of Requirements;
 - (d) the Technical Specifications;
 - (e) the Special Conditions of Contract;
 - (f) the General Conditions of the Contract;
 - (g) the Procuring Agency’s Letter of Acceptance; and
 - (h) [add here: any other documents]
3. In consideration of the payments to be made by the Procuring Agency to the Supplier as hereinafter mentioned, the Supplier hereby covenants with the Procuring Agency to provide the goods and related services and to remedy defects therein in conformity in all respects with the provisions of the Contract.
4. The Procuring Agency hereby covenants to pay the Supplier in consideration of the provision of the goods and related services and the remedying of defects therein, the Contract Price or such other sum as may become payable under the provisions of the contract at the times and in the manner prescribed by the contract.

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

PURCHASER (1st Party)

Signature: _____
Name: Muhammad Maalik
Designation: A/Director P&LP Directorate
Organization: National University of Sciences
and Technology (NUST), H-12, Islamabad

SUPPLIER (2nd Party)

Signature & Thumb Impression: _____
Name: _____
Designation: _____
Company: _____
Address: _____
Email: _____
Cell: _____

WITNESS 1

Signature _____
& Thumb Impression:
Name: _____
CNIC: _____

(Witness to the signatures of the Purchaser)

WITNESS 2

Signature: _____
Name: _____
Designation: _____

(Witness to the signatures of the Supplier)