

**GOVERNMENT OF PAKISTAN  
(ESTABLISHMENT DIVISION)  
SECRETARIAT TRAINING INSTITUTE**

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**Tender Notice No.1/2025-26**

**HIRING OF CONSULTANCY SERVICES**

**For Training, Development, Implementation and Procurement of ISO 21001:2018  
Certification**

The Secretariat Training Institute (STI) is an attached department of the Establishment Division and serves as a nerve center for the professional development of the civil servants. It plays an essential role in equipping civil servants with the requisite knowledge, skills, and competencies to serve the nation in an efficient, transparent, and citizen centric manner.

2. In view of the rapidly evolving landscape of public sector governance, increasing demands for accountability, and the global shift toward standardized, learner-centered continuous professional development / training systems, STI has resolved to implement ISO 21001:2018 International Standard for Educational Organizations Management System. For this, STI invites bids from well-reputed and experienced consultancy firms/consultants registered with Income Tax / Sales Tax Departments and who are on Active Taxpayers List of the Federal Board of Revenue, for providing consultancy services for obtaining ISO 21001:2018.

3. Bidding document, containing detailed terms and conditions, etc. may be downloaded from PPRA website: <https://www.ppra.org.pk>, STI website: <https://www.sti.gov.pk> or Establishment Division website: <https://Establishment.gov.pk> free of cost.

4. Interested firms/ consultant may send their sealed bid/proposal on “**Single Stage Two Envelope**” basis containing “**Technical Proposal**” and “**Financial Proposal**”. Bids aligned with above bidding document under **PPRA Rules 2004** and **Regulation 2010 for Procurement of Consultancy Services** shall be submitted before or on **22<sup>nd</sup> September 2025 upto 11:00 hours** through EPADS and hard copies of the same must reach at the address given below on or before closing date. Technical bids/proposals shall be opened on the same day at 11:30 hours in the presence of authorized representatives of the bidders who may choose to attend. The firms found technically sound may be invited on the opening of financial proposal.

  
**Hussain Ahmed**

Ph:051-9265199

Plot No.7, Sector H-9,  
Islamabad



**GOVERNMENT OF PAKISTAN  
(ESTABLISHMENT DIVISION)  
SECRETARIAT TRAINING INSTITUTE**

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## **Bidding Document**

Procurement of ISO Consultancy Services for Training, Development, Implementation, and Certification of ISO 21001:2018 at Secretariat Training Institute (STI), Islamabad



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*Biding Document for Hiring Consultancy Services for ISO 21001 Certification of STI*

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## **INTRODUCTION OF SECRETARIAT TRAINING INSTITUTE (STI)**

STI was established in January 1956 at Karachi as an integral part of the Establishment Division. The Institute was declared an Attached Department of the Establishment Division on July 1, 1960. STI is housed in its own building at H-9, Islamabad since December 1987. Primary mandate of the Institute is capacity building of Federal Government Employees. The training has four main streams i.e. Specialised Trainings (BS 17/18), Domain Specific Training (BS 18), Staff Development Trainings (BS 1-16) and General Capacity Building (BS 17-19). STI is the specialised training academy for CSS probationers belonging to Office Management Group (OMG) whereas, different capacity building courses are designed and held round the year for officials and officers in BS-17 to BS-19 belonging to Federal government.

## **BACKGROUND OF ADOPTION OF ISO 21001**

In view of the rapidly evolving landscape of public sector governance, increasing demands for accountability, and the global shift toward standardised, learner-centered continuous professional development / training systems, STI recognizes the urgent need to modernise and institutionalise its training and administrative practices. To this end, STI has resolved to implement ISO 21001:2018 International Standard for Educational Organizations Management System.

The adoption of ISO 21001 is not merely a procedural upgrade, but a strategic initiative aimed at transforming STI into a performance-driven, outcomes-based training institution. This standard will provide STI with a comprehensive framework to improve curriculum design, align training objectives with institutional mandates, measure learning outcomes, and ensure continuous improvement across all operational domains.

By adopting ISO 21001, STI aims to strengthen stakeholder confidence, enhance internal efficiency, build trainer and trainee capacity, and position itself as a benchmark institution for quality training within the public sector. This transformation will enable STI to effectively respond to the dynamic learning needs of civil servants, ensure inclusivity, and fulfill its mandate with greater transparency, consistency, and impact.

## **ISO 21001 STANDARD**

In today's dynamic educational landscape, institutions face increasing pressure to deliver consistent, measurable, and impactful learning experiences. ISO 21001 offers a learner-centered, strategic, and results-driven approach to managing these challenges. ISO 21001:2018 is a globally recognized standard developed by the International Organization for Standardization (ISO) specifically for educational and training institutions. It establishes a comprehensive management system framework designed to improve the quality of education, enhance learner satisfaction, and ensure continual improvement across all levels of teaching and training operations.



ISO 21001 builds upon the foundational principles of ISO 9001 but adapts them to the unique operational and strategic needs of educational organizations/ training academies. It helps institutions align educational offerings with learners' needs, optimise training/ continuous professional development practices, embed inclusivity and accessibility, and establish a culture of data-driven performance improvement.

The standard helps organisations develop standardised curriculum frameworks and effective assessment methods. It ensures that training delivery is aligned with institutional goals and objectives, while also establishing mechanisms to evaluate learning outcomes and learner satisfaction in a structured manner. ISO 21001 promotes inclusive learning. It emphasises the development and maintenance of staff competence and performance to ensure consistent quality across all training / professional development services. The standard also supports the identification and management of risks, opportunities, and stakeholder expectations to drive strategic alignment and long-term success.

By implementing ISO 21001, training providers can enhance their credibility, comply with regulatory requirements, and significantly improve learner satisfaction—whether delivering soft-skills workshops, technical training, certification programmes, or formal education services.

#### **DEFINITIONS:**

- a) **Client**-means the agency with which the selected Bidder signs the Contract for the Services.
- b) **Bidder**-means any entity or person that may provide or provides the Services to the Client under the Contract.
- c) **Contract**-means the Contract signed by the Parties.
- d) **Data Sheet**-means such part of the Instructions to Bidder used to reflect specific country and assignment conditions.
- e) **Day**-means calendar day.
- f) **Instructions to Bidder**-means the document which provides Participating Bidder with all information needed to prepare their Proposals.
- g) **Personnel**-means professionals and support staff provided by the Bidder or by any Sub-Bidder and assigned to perform the Services or any part thereof; “Foreign Personnel” means such professionals and support staff who at the time of being so provided had their domicile outside the Government’s country; “Local Personnel” means such professionals and support staff who at the time of being so provided had their domicile inside the Government’s country.
- h) **Proposal**-means the Technical Proposal and the Financial Proposal.
- i) **RFP**-means the Request for Proposal to be prepared by the Client for the selection of Bidders.
- j) **Services**-means the work to be performed by the Bidder pursuant to the Contract.
- k) **Sub-Bidder**-means any person or entity with whom the Bidder subcontracts any part of the Services.



## **1. INTRODUCTION:**

- 1.1 The Client will select a bidder in accordance with the method of selection specified in the Data Sheet.
- 1.2 The Proposal will be the basis for contract negotiations and ultimately for a signed Contract with the selected Bidder.
- 1.3 Bidder should familiarise themselves with local conditions and take them into account in preparing their Proposals. Bidder should contact the Client's representative named in the Data Sheet to obtain additional information if required.
- 1.4 Bidder shall bear all costs associated with the preparation and submission of their proposals and contract negotiation. The Client is not bound to accept any proposal, and reserves the right to annul the selection process at any time prior to Contract award, without thereby incurring any liability to the Bidder.

## **2. GENERAL**

- 2.1 For the avoidance of doubt, it is clarified that Client reserves the right to award the contract and to reduce and/or increase the scope of the contract or annul the whole process, invite fresh proposals, at its sole discretion without thereby incurring any liability, whatsoever. Client also reserves the right to ask the bidder to comply with certain specific conditions, improve its compliance to this RFP.
- 2.2 Client shall at any time have the sole option and discretion to reject any or all proposals without assigning reason. Such decision shall be final and conclusive. The bidder shall not be entitled nor claim any costs, charges, expenses or damages of any nature by reason of rejection of proposal(s) or annulment of entire quoting process.
- 2.3 All decisions of Client in matters relating to this proposal shall be final, conclusive and binding upon the bidder and shall not be challenged by the bidder in any manner before any forum. Client will not be liable or responsible for any cost, charges, expenses or damages, whatsoever whether direct, indirect, consequential or incidental, that may have been incurred by the bidder, resulting from rejection of proposal, change of scope of the resultant contract, non approval of the contract from Client or for any other matters in relation to this quoting process.
- 2.4 The Client shall not at any stage directly or indirectly attempt to influence the process of proposal evaluation, processing or award of the Contract by corresponding, petitioning, approaching, lobbying or meeting with departments, Federal or Provincial Governments, Boards, Corporations, Authorities, Bodies, Ministries or any other entity or person regarding any matter, directly, indirectly or incidentally related to involving or arising out of any matter, term, condition, stipulation, covenant, meaning or interpretation thereof. Any such act shall entitle Client to reject the proposal without any liability or obligation for damages, costs, charges, expenses etc. that may be claimed by such bidder.



### **3. CONFLICT OF INTEREST:**

- 3.1 The Bidder shall provide professional, objective, and impartial advice and at all times hold the Client's interests paramount, strictly avoid conflicts with other assignments or their own corporate interests and act without any consideration for future work.
- 3.2 Without limitation on the generality of the foregoing, Bidder, and any of their affiliates, shall be considered to have a conflict of interest and shall not be recruited, under any of the circumstances set forth below if a Bidder (including its Personnel and Sub-Bidder) that has a business or family relationship with a member of the Client's staff who is directly or indirectly involved in any part of (i) the preparation of the Terms of Reference of the assignment, (ii) the selection process for such assignment, or (iii) supervision of the Contract, may not be awarded a Contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the client throughout the selection process and the execution of the Contract.
- 3.3 Bidder have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of their Client, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Bidder or the termination of its Contract.
- 3.4 No agency or current employees of the Client shall work as Bidder under their own ministries, departments or agencies.

### **4. UNFAIR ADVANTAGE:**

- 4.1 If a Bidder could derive a competitive advantage from having provided consulting services related to the assignment in question, the Client shall make available to all the Bidder together with this RFP all information that would in that respect give such Bidder any competitive advantage over competing Bidder.

### **5. FRAUD AND CORRUPTION:**

For the purposes of this provision, the terms set forth below are

- 5.1 "corrupt practice" is the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;
- 5.2 "fraudulent practice" is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation;
- 5.3 "collusive practices" is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;
- 5.4 "Coercive practices" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party.

### **6. ONLY ONE PROPOSAL**



- 6.1 The Bidder may only submit one proposal. If a Bidder submits or participates in more than one proposal, such proposals shall be disqualified.

## **7. PROPOSAL VALIDITY**

- 7.1 The Data Sheet indicates how long Bidder' Proposals must remain valid after the submission date. During this period, Bidder shall maintain the availability of Professional staff nominated in the Proposal. The Client will make its best effort to complete negotiations within this period. Should the need arise, however, the Client may request Bidder to extend the validity period of their proposals. Bidder who agree to such extension shall maintain the availability of the Professional staff nominated in the Proposal. Bidder could submit new staff in replacement, who would be considered in the final evaluation for contract award. Bidder who do not agree have the right to refuse to extend the validity of their Proposals.

## **8. REF CLARIFICATION AND AMENDMENTS**

- 8.1 Bidder may request a clarification of any of the RFP documents up to the number of days indicated in the Data Sheet before the proposal submission date. Any request for clarification must be sent in writing, or by standard electronic means to the Client's address indicated in the Data Sheet. The Client will respond in writing, or by standard electronic means and will send written copies of the response (including an explanation of the query but without identifying the source of inquiry) to all Bidder. Should the Client deem it necessary to amend the RFP as a result of a clarification, it shall do so following the procedure under para. 2.2.
- 8.2 At any time before the submission of Proposals, the Client may amend the RFP by issuing an addendum in writing or by standard electronic means. The addendum shall be sent to all Bidder and will be binding on them. Bidder shall acknowledge receipt of all amendments. To give Bidder reasonable time in which to take an amendment into account in their Proposals the Client may, if the amendment is substantial, extend the deadline for the submission of Proposals.

## **9. PREPARATION OF PROPOSALS**

- 9.1 The Proposal (see para. 1.2), as well as all related correspondence exchanged by the Bidder and the Client, shall be written in the language (s) specified in the Data Sheet.
- 9.2 In preparing their Proposal, Bidder are expected to examine in detail the documents comprising the RFP. Material deficiencies in providing the information requested may result in rejection of a Proposal.



- 9.3 Alternative professional staff shall not be proposed, and only one curriculum vitae (CV) may be submitted for each position.
- 9.4 Documents to be issued by the Bidder as part of this assignment must be in the language(s) specified in the Data Sheet.

## 10. TECHNICAL PROPOSAL FORMAT AND CONTENT

- 10.1 Bidder are required to submit a Full Technical Proposal (FTP) including approach, methodology and work plan. Submission of the wrong type of Technical Proposal will result in the Proposal being deemed non-responsive.
- 10.2 For the FTP a description of the approach, methodology and work plan for performing the assignment covering the following subjects: technical approach and methodology, work plan, and organization and staffing schedule.
- 10.3 The list of the proposed Professional staff team by area of expertise, the position that would be assigned to each staff team member, and their tasks.
- 10.4 The Technical Proposal shall not include any financial information. A Technical Proposal containing financial information may be declared non responsive.

## 11. FINANCIAL PROPOSAL FORMAT AND CONTENT

- 11.1 The Financial Proposal shall list all costs associated with the assignment. If appropriate, these costs should be broken down by activity and, if appropriate, into foreign and local expenditures. All activities and items described in the Technical Proposal must be priced separately; activities and items described in the Technical Proposal but not priced, shall be assumed to be included in the prices of other activities or items.
- 11.2 The bidder will give prices for the entire scope i.e.
- 11.2.1 trainings,
  - 11.2.2 gap analysis,
  - 11.2.3 documentation preparation,
  - 11.2.4 internal audits,
  - 11.2.5 initial certification audit and two surveillance audits,
  - 11.2.6 assistance /support during surveillance audits.
- 11.3 All prices proposed by the bidder will remain fixed and valid throughout proposal validity period.
- 11.4 The Bidder may be subject to local taxes on amounts payable by the Client under the Contract. Any such amounts shall not be included in the Financial Proposal as they will not be evaluated, but they will be discussed at contract negotiations, and applicable amounts will be included in the Contract.



## 12. SUBMISSION, RECEIPT, AND OPENING OF PROPOSALS

- 12.1 The original proposals (Technical Proposal and, if required, Financial Proposal) shall contain no interlineations or overwriting, except as necessary to correct errors made by the Bidder themselves. The person who signed the proposal must initial such corrections. Submission letters for both Technical and Financial Proposals should also be provided.
- 12.2 An authorized representative of the Bidder shall initial all pages of the original Technical and Financial Proposals. The authorization shall be in the form of a written power of attorney accompanying the Proposal or in any other form demonstrating that the representative has been dully authorized to sign. The signed Technical and Financial Proposals shall be marked "Original".
- 12.3 The Technical Proposal shall be marked "ORIGINAL" or "COPY" as appropriate. The required number of copies of Technical and Financial Proposals shall be sent to the addresses indicated in the Data Sheet.
- 12.4 All required copies of the Technical Proposal are to be made from the original. If there are discrepancies between the original and the copies of the Technical Proposal, the original governs.
- 12.5 The original and all copies of the Technical Proposal shall be placed in a sealed envelope clearly marked "TECHNICAL PROPOSAL" Similarly, the original Financial Proposal shall be placed in a sealed envelope clearly marked "FINANCIAL PROPOSAL" indicating the name of the assignment, and with a warning "**DO NOT OPEN WITH THE TECHNICAL PROPOSAL.**" The envelopes containing the Technical and Financial Proposals shall be placed into an outer envelope and sealed. This outer envelope shall bear the submission address, reference number and title of project, and be clearly marked "**DO NOT OPEN, EXCEPT IN PRESENCE OF THE OFFICIAL APPOINTED, BEFORE SEPTEMBER 22, 2025.**"
- 12.6 The Client shall not be responsible for misplacement, losing or premature opening if the outer envelope is not sealed and/or marked as stipulated. This circumstance may be case for Proposal rejection. If the Financial Proposal is not submitted in a separate sealed envelope duly marked as indicated above, this will constitute grounds for declaring the Proposal non-responsive.

## 13. PROPOSAL EVALUATION

- 13.1 From the time the Proposals are opened to the time the Contract is awarded, the Bidder should not contact the Client on any matter related to its Technical and/or Financial Proposal. Any effort by Bidder to influence the Client in the examination, evaluation, ranking of Proposals, and recommendation for award of Contract may result in the rejection of the Bidder' Proposal.
- 13.2 Evaluators of Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded.



- 13.3 The evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria, sub-criteria, and point system specified in the Data Sheet. Each responsive Proposal will be given a technical score (St). A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP, and particularly the Terms of Reference or if it fails to achieve the minimum technical score indicated in the Data Sheet.
- 13.4 In case of QCBS, the lowest evaluated Financial Proposal (Fm) will be given the maximum financial score (Sf) of 100 points. The financial scores (Sf) of the other Financial Proposals will be computed as indicated in the Data Sheet. Proposals will be ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; T + P = 1) indicated in the Data Sheet:  $S = St \times T\% + Sf \times P\%$ . The Consultant achieving the highest combined technical and financial score will be invited for negotiations.

#### 14. NEGOTIATIONS

- 14.1 Negotiations will be held at the date and address indicated in the Data Sheet. The invited Bidder will, as a pre-requisite for attendance at the negotiations, Consultant availability of all Professional staff. Failure in satisfying such requirements may result in the Client proceeding to negotiate with the next-ranked Bidder. Representatives conducting negotiations on behalf of the Bidder must have written authority to negotiate and conclude a Contract.
- 14.2 Negotiations will include a discussion of the Technical Proposal, the proposed technical approach and methodology, work plan, and organization and staffing, and any suggestions made by the Bidder to improve the Terms of Reference. The Client and the Bidder will finalize the Terms of Reference, staffing schedule, work schedule, logistics, and reporting. These documents will then be incorporated in the Contract as "Description of Services". Special attention will be paid to clearly defining the inputs and facilities required from the Client to ensure satisfactory implementation of the assignment. The Client shall prepare minutes of negotiations which will be signed by the Client and the Bidder.
- 14.3 In the event of any dispute arising during the course of the consultancy following the appointment of the successful bidder, the decision of the Director General, Secretariat Training Institute, shall be final, binding, and conclusive, and shall not be subject to challenge in any court of law or forum.

#### 15. AWARD OF CONTRACT

- 15.1 After completing negotiations, the Client shall award the Contract to the selected Bidder, and promptly notify all Bidder who have submitted proposals. After Contract



signature, the Client shall return the unopened Financial Proposals to the unsuccessful Bidder.

- 15.2 The Bidder is expected to commence the assignment on the date and at the location specified in the Data Sheet.

## **16. CONFIDENTIALITY**

- 16.1 Information relating to evaluation of Proposals and recommendations concerning awards shall not be disclosed to the Bidder who submitted the Proposals or to other persons not officially concerned with the process, until the publication of the award of Contract. The undue use by any Bidder of confidential information related to the process may result in the rejection of its Proposal.



## PROJECT DATA SHEET

|                         |   |
|-------------------------|---|
| NAME OF THE CLIENT      | <b>Secretariat Training Institute</b>   |
| NAME OF THE ASSIGNMENT  | Development, Implementation & Certification of STI on International Standard of ISO 21001:2018 Educational Organization Management System                                     |
| CLIENT'S REPRESENTATIVE | <b>Ms. Saadia Bashir</b><br>Director, STI<br>Address: H-9/4, Islamabad<br>Phone: 051-9265186<br>Email: <a href="mailto:saadiabashir99@gmail.com">saadiabashir99@gmail.com</a> |
| PROPOSAL VALIDITY       | Proposals must remain valid <u>60 days</u> after the submission date.   |
| PROPOSAL SUBMISSION     | Financial Proposal to be submitted together with Technical Proposal   |
| CLARIFICATIONS          | Clarifications related to RFP may be requested within <u>03 days</u> before the submission date from the client's representative.   |
| TRAINING                | Training is a specific component of this assignment.  |
| TAXES                   | Amounts payable by the Client to the Bidder under the contract to be subject to local taxation.   |
| PROPOSAL SUBMISSION     | Bidder must submit the original and one copy of the Technical Proposal and Financial Proposal.  |
| SUBMISSION DEADLINE     | <b>Deadline for bid submission of proposal is September 22, 2025 at 11:00 hours</b>   |



## TERMS OF REFERENCE

### ISO 21001 DEVELOPMENT, IMPLEMENTATION FOR CERTIFICATION OF STI

#### 1. OBJECTIVE

The objective is to develop, implement, and institutionalize a robust and efficient Educational Organizations Management System in alignment with the latest ISO 21001 standard. This includes comprehensive system design, capacity building through targeted training programs, and ensuring effective implementation across all functional areas—ultimately leading to international recognition through formal certification.

#### 2. SCOPE OF WORK

ISO consultancy firm will ensure complete coverage of all STI operations including below mentioned training programs and other necessary interventions: -

##### **Pre-Service training**

- Specialized Training Program for Section Officers (BS-17) recruited through CSS
- STP for Section Officers (BS-17) selected through FPSC Departmental Promotional Examination

##### **In-Service training**

- Domain Specific Training of Mid-Career Management Course
- Specialized Training Programmes for CSS officers, SOPE Officers, Officers Appointed by Transfer (ABT) in OMG

##### **Executive Training Programmes/ Courses**

- Women Empowerment
- Budget Preparation
- Decision Making
- Stress Management
- Office Procedures (Rules of Business & Secretariat Instructions)
- APT Rules, Conduct Rules, Civil Servants Act
- Communication Skills
- Financial Management
- Good Governance in Public Sector
- Analytical Writing
- Changing Dynamics in Public Administration
- ICT & E-Governance
- PPRA
- Art of Making Power Point Presentations
- E-Office Workshop

##### **Staff Development Training Programmes**



- English Short Hand Theory Refresher Course
- Morality Ethics and Accountability in Public Service
- Noting & Drafting
- English Typing & Computer Application
- Financial Issues related to Pension and Retirement
- Service Rules & Regulations
- E-Office
- Duties and Responsibilities of DDO / Cashier
- Duties and Responsibilities of APS and Steno typist
- General Financial Rules and Procedures
- Record Management & Preservation
- Strategic Management & Change Management
- Systems, Applications and Products
- Legal Drafting
- Budget Preparation Process
- English Typing & Computer Application
- English Short Hand Theory
- Financial Rules related to Pension and Retirement
- In Page Programme (Urdu Typing)
- Office Procedures
- English Typing & Computer Literacy
- Microsoft Office
- English Shorthand Speed
- Civil Servants Act 1973

### **System of training need assessment**

#### **Computer Lab**

#### **Policy & Research**

ISO Consultancy firm is responsible for delivering function-specific solutions across STI keeping in view entire life cycle of training program, including but not limited to the following key areas:

- Training Needs Analysis (TNA)/identification of performance gaps
- Course Conception & Planning
- Curriculum framework & Content Development including designing of detailed training plans/ schedules, exercises, case studies etc
- Instructional Design including selection of instructional methodologies (e.g., lectures, group work, simulations).
- Trainer Preparation including conduct Training of Trainers (ToT), if needed.



- Pre-Training Administration including announcement of training, enrollment of participants, management of venue, IT support, logistics etc
- Course Delivery / Implementation including facilitate discussions, group activities, and practical exercises.
- Classroom Management including maintenance of discipline, attendance, time management, classroom resources (AV equipment, markers, stationery) etc
- Formative Assessment During Training including quizzes, activities, or daily feedback exercises, monitoring of learner progress
- Summative Assessment including final exams, projects, or presentations.
- Learner Feedback & Course Evaluation including assessment of content quality, trainer performance, logistics, and relevance, analysis of results for trends and areas of improvement.
- Certification / Recognition including award of certificates based on completion and/or performance.
- Maintenance of records of attendance, scores, and certificates issued.
- Post-Training Follow-up
- Review and Continuous Improvement including identification of lessons learned and process gaps.

The following outlines the scope of the assignment: -

**Awareness and Capacity Building of STI Staff:** ISO consultancy firm shall conduct a minimum of four comprehensive training sessions for all tiers of STI management and instructional staff. These sessions will focus on the principles and implementation framework of ISO 21001, tailored to the needs of institute. Topics will include learner-centered approaches, inclusive education practices, performance evaluation mechanisms, stakeholder engagement, and continual improvement. All participants shall be issued certificates upon completion. In addition, the consultancy firm shall conduct regular on-site coaching and discussion sessions throughout the different project phases to reinforce learning and provide ongoing support.

**Review of STI's existing Systems (Gap Analysis):** ISO consultancy firm shall conduct a comprehensive and clause-aligned review of STI existing training and administrative processes to evaluate conformity with the principles and requirements of ISO 21001. The consultancy will critically assess current curriculum frameworks, training delivery methods, learner engagement mechanisms, formative and summative assessments, feedback collection and processing, staff competence, accessibility and inclusivity practices, and communication protocols. Emphasis will also be placed on identifying misalignments, process duplications, and system inefficiencies that hinder the realization of STI's educational objectives and stakeholder expectations. The outcome will be a refined EOMS framework that enhances institutional credibility, stakeholder satisfaction, and long-term impact.

**Development and Implementation of ISO 21001-Compliant Management System:** ISO consultancy firm shall design and implemented an EOMS, with configuration options to integrate with existing STI systems where feasible. ISO consultancy firm will work closely with STI's implementation team to draft and roll out new or revised procedures, aligned with ISO



21001 principles. This will encompass the development of all essential documentation, including but not limited to policies, procedures, manuals, and templates, some of which are listed below

- Procedure for Identifying Interested Parties and Their Requirements
- Risk and Opportunity Management Procedure
- Procedure for Determining Scope of the EOMS
- Roles, Responsibilities, and Authorities Procedure
- Policy Development and Review Procedure (Education/Training Policy)
- Strategic and Operational Planning Procedure
- Objectives Setting, Monitoring, and Evaluation Procedure
- Procedure for Handling Changes in the Management System
- Competence, Awareness, and Training Procedure
- Documented Information Control Procedure
- Infrastructure and Learning Environment Maintenance Procedure
- Procedure for Managing Learning Resources and Accessibility
- Internal and External Communication Procedure
- Curriculum and Program Design & Development Procedure
- Enrollment Procedure
- Trainee Support Services Procedure
- Training/Teaching Delivery Procedure
- Assessment and Evaluation Procedure
- Learner Feedback and Satisfaction Procedure
- Control of Outsourced Educational Services Procedure
- Monitoring and Measurement Procedure
- Internal Audit Procedure
- Management Review Procedure
- Procedure for Evaluation of Learning Outcomes and Stakeholder Satisfaction
- Nonconformity and Corrective Action Procedure
- Continual Improvement Procedure
- Complaint and Appeal Handling Procedure
- Incident Reporting and Handling Procedure (if applicable)
- Procedure for Inclusion and Accessibility (aligned with ISO 21001's emphasis on equity)
- Procedure for Stakeholder Engagement and Participation
- Data Security and Confidentiality Procedure (especially if handling digital records)
- Procedure for Digital Learning Systems (LMS/Online Platforms)
- Knowledge Management and Innovation Procedure
- Procedure for Handling Disengaged or At-Risk Learners



**Internal Audit and System Verification:** ISO consultancy firm shall assist in conduct of comprehensive internal audits to verify implementation effectiveness and compliance with ISO 21001 through

- **Development of Internal Audit Plan and Tools:** ISO consultancy firm shall develop a comprehensive internal audit plan outlining the scope, criteria, frequency, responsibilities, and methods for conducting audits. A customized internal audit checklist shall also be created, specifically aligned with ISO 21001 clauses, to ensure systematic and complete coverage of all standard requirements.
- **Formation and Training of Internal Audit Team:** A dedicated internal audit team shall be constituted from within STI. ISO consultancy firm shall provide to this team in accordance with ISO 19011 (Guidelines for Auditing Management Systems). ISO consultancy firm shall provide training certificates to participants.
- **Execution of Internal Audits:** Once trained, the internal audit team—under the initial guidance and supervision of the ISO consultancy firm—shall conduct a full cycle of internal audits across STI’s functions.
- **Identification and Documentation of Non-Conformities:** ISO consultancy firm will assist in analyzing root causes and prioritizing corrective and preventive actions.
- **Closure of Non-Conformities and Strengthening of System Controls:** ISO consultancy firm shall support STI in implementing corrective actions and closing all identified non-conformities in a timely and effective manner.

**Pre-Certification Readiness (Green Signal):** Upon completion of above steps, ISO consultancy firm will issue a formal readiness report or “green signal certificate” confirming STI’s preparedness for the ISO 21001 certification audit. This will affirm that all system elements are in place and functioning in accordance with the standard.

**Certification Audit Support:** During the external certification audit, ISO consultancy firm shall provide on-site assistance to facilitate smooth audit execution. This includes supporting STI staff in responding to auditor queries and addressing any immediate concerns raised. The firm will also remain available after the audit, if necessary, to help resolve any follow-up issues with the certification body.

**Post-Certification Review and Sustainability:** Following certification, a close-out session shall be conducted to review key outcomes, identify lessons learned, and define future strategies. The consultancy firm will provide guidance on sustaining the management system, ensuring ongoing compliance, and implementing continuous improvement initiatives to uphold ISO 21001 standards over time.



### **3. KEY DELIVERABLES**

Following are minimum deliverables, ISO consultants have to perform all other necessary activities required to implement and achieve certification

- a) Gap analysis study report
- b) Training sessions (03 days) on ISO system Implementation with certificates, training material
- c) Provision of comprehensive guidelines for the development of ISO documents namely (but not limited to) SOPs, Job descriptions, work instructions, manuals etc
- d) Provision of ISO mandatory documents listed above
- e) Preparation/provision of ISO- EoMS manual
- f) 02 days training on ISO 19011 based internal auditing with certificates, training material
- g) Internal audit plan, audit checklist, audit report
- h) ISO 21001:2018 certificate

### **4. ELIGIBILITY CRITERIA**

ISO consultancy firm in order to apply for this project must have active NTN and GST status. It should have extensive and proven mix of skills and expertise in the field of ISO consultancy. Previous ISO consultancy experience of similar work is essential. ISO consultancy firm should have updated ISO 9001:2015 certificate including following

- Certificate of Incorporation with SECP or Registrar of Firm or Registration with local or International body showing Firm's legal Status
- Registration with Relevant Tax Authorities (Income tax, Sales tax) with "Active status"
- Non-Blacklisting Certificate on Legal Stamp Paper of worth PKR 100/-
- No Litigation by any authority/govt./court certificate on stamp paper of worth PKR 100/-

### **5. EXPERIENCE OF ISO CONSULTANCY FIRM**

ISO consultancy firm must possess a minimum of 10 years of proven experience in providing ISO consultancy and training services. The firm should have successfully completed at least 200 ISO consultancy projects, including a minimum of 5 projects specifically related to ISO 21001. Of these 200 ISO projects, at least 15 must have been executed within Federal Ministries, Divisions, or Departments. Prior experience in undertaking similar assignments for the Establishment Division shall be considered an added advantage.

### **6. QUALIFICATION AND EXPERIENCE OF KEY PROFESSIONALS/TECHNICAL STAFF**

#### **6.1 PRINCIPAL ISO CONSULTANT/ TRAINING EXPERT**

Qualification: Minimum MS degree (Higher foreign qualification will be preferred) and ISO trainings with Lead Auditor Course on ISO 21001, ISO 9001 and Standards Development



Experience:

- Minimum Thirty (30) years of experience of training and consultancy in public and private sector,
- Minimum fifty (50) ISO trainings conducted out of which fifteen (15) should on EOMS
- Minimum Fifty (50) ISO consultancies out of which at least seven (07) should be provided/completed in Federal Ministries/Divisions/Departments and three (03) should be on ISO 21001
- Minimum twenty (20) ISO consultancies completed in educational organizations
- Minimum three (03) ISO consultancies completed in educational testing organizations
- Familiarity with the systems of STI (Preferable)
- Teaching and training experience is preferable
- Good communication skills.

### 6.2 EOMS Documentation Expert/ Project Coordinator

Qualification: Minimum Master degree in Quality Management (Higher qualification will be preferred) and mandatory ISO trainings with Lead Auditor Course on ISO 21001 and ISO 9001, Standards Development, Integrated Management System

Experience:

- Minimum twenty (20) years of experience of providing ISO training and consultancy in public and private sector
- Minimum ninety (90) ISO consultancies completed on ISO out of which at least seven (07) should be provided/completed in Federal Ministries/Divisions/Departments etc and at least three (03) should be on ISO 21001
- Minimum twenty (20) ISO consultancies completed in educational organizations
- Minimum three (03) ISO consultancies completed in educational testing organizations
- Must have provided training on EOMS, Integrated Management etc implementation in public sector organizations
- Must have prepared ISO documentation for similar nature organization
- Familiarity with the systems STI is (Preferable)
- Must have provided services to international organizations
- Good coordination and communication skills.

### 6.3 Auditing Expert

Qualification: Qualified ISO lead auditor training should have experience of internal auditing

Experience: Should have conducted at least 500 ISO audits during past 05 years.

## 7. OBLIGATIONS TO THE CONSULTANCY FIRM

- STI will nominate a Project Focal Person to liaise with the Consultancy firm. ISO consultancy firm shall work in very close collaboration with the Project Focal Person; exchange information regards progress of the consultancy and takes his advice where ever required.



- The consultant will sign a Non-Disclosure Agreement with STI and will treat all STI data as highly classified.
- The consultant will produce original work and will utilize maximum resources to ensure accuracy and effectiveness of the system.
- All published/web sources utilized will be clearly stated/declared.



منگل 8 ربیع الاول 1447ھ 2 ستمبر 2025ء

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منگل 8 ربیع الاول 1447ھ 2 ستمبر 2025ء 18 ستمبر 2022ء

240 نمبر

LOCAL EDITION TUESDAY SEPTEMBER 2, 2025



GOVERNMENT OF PAKISTAN  
(ESTABLISHMENT DIVISION)  
SECRETARIAT TRAINING INSTITUTE



**Tender Notice No.1/2025-26**

**HIRING OF CONSULTANCY SERVICES**

**For Training, Development, Implementation and Procurement of ISO 21001:2018 Certification**

The Secretariat Training Institute (STI) is an attached department of the Establishment Division and serves as a nerve center for the professional development of the civil servants. It plays an essential role in equipping civil servants with the requisite knowledge, skills, and competencies to serve the nation in an efficient, transparent, and citizen centric manner.

2. In view of the rapidly evolving landscape of public sector governance, increasing demands for accountability, and the global shift toward standardized, learner-centered continuous professional development/training systems, STI has resolved to implement ISO 21001:2018 International Standard for Educational Organizations Management System. For this, STI invites bids from well-reputed and experienced consultancy firms/consultants registered with Income Tax/Sales Tax Departments and who are on Active Taxpayers List of the Federal Board of Revenue, for providing consultancy services for obtaining ISO 21001:2018.

3. Bidding document, containing detailed terms and conditions, etc. may be downloaded from PPRA website: <https://www.ppra.org.pk>. STI website: <https://www.sti.gov.pk> or Establishment Division website: <https://Establishment.gov.pk> free of cost.

4. Interested firms/ consultant may send their sealed bid/proposal on "Single Stage Two Envelope" basis containing "Technical Proposal" and "Financial Proposal". Bids aligned with above bidding document under PPRA Rules 2004 and Regulation 2010 for Procurement of Consultancy Services shall be submitted before or on 22<sup>nd</sup> September 2025 upto 11:00 hours through EPADS and hard copies of the same must reach at the address given below on or before closing date. Technical bids/proposals shall be opened on the same day at 11:30 hours in the presence of authorized representatives of the bidders who may choose to attend. The firms found technically sound may be invited on the opening of financial proposal.

**Hussain Ahmed**

PID (I) 1846/25

Ph:051-9265199

Plot No.7, Sector H-9, Islamabad