



STATE LIFE
INSURANCE CORPORATION OF PAKISTAN

TENDER DOCUMENT

FOR

**APPOINTMENT/HIRING OF AN AUDIT FIRM TO OUTSOURCE
THE FUNCTIONS OF INTERNAL AUDIT AT GULF ZONE**

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1. INVITATION TO BID

State Life Insurance Corporation of Pakistan plays pivotal role in the Life Insurance industry of Pakistan. It was incorporated in 1972 and now has 34 Zonal Offices, out of which one Zonal Office in UAE i.e., "State Life Insurance Corporation of Pakistan Gulf Zone". Our Gulf Zone has been operating in UAE since 1978 under the rules and regulations of Insurance Authority UAE.

State Life Insurance Corporation of Pakistan Gulf Zone intends to hire the services of an audit firm to outsource the functions of Internal Audit at Gulf Zone. The selected firm has to complete the task as per scope defined at para-8 and submit the reports to the BAC through Divisional Head (IA).

2. INSTRUCTIONS TO RESPONDING FIRMS

- i. To state complete name of the firm, complete address, telephone number, fax number, email address, website address (if any).
- ii. Names of partners including their scope of involvement.
- iii. Name and designation of contact person.
- iv. Title, bank name and account number of the firm.
- v. Supporting materials should not be the part of the main proposal but should be placed as annexure, and referring the Page No/Flag No. while filling the technical proposal in the column "Proof is attached at Page No__ /Flag No__".

3. FORM OF BID

3.1 TECHNICAL PROPOSAL

Appointment of an Audit Firm for Outsourcing the Internal Audit Function of Gulf Zone

Tender to be submitted to:

The Zonal Head
State Life Insurance Corporation of Pakistan
503- Gulf Air Building,
Salahuddin Road, P.O. Box No. 11278 Deira Dubai, UAE.
Phone # 00971-42729061
Cell # 00971-544412842

Submitted by (name): _____ Designation: _____
Company's Name: _____

a. Company's basic information:

| | | | | |
|----|-----------------------------|--|----------------------|--|
| a. | Name of Firm | | | |
| b. | Registered Address of Firm | | | |
| c. | Contact person's name/title | | Name: | |
| | | | Title: | |
| d. | Phone No. | | Cell No. | |
| e. | Fax No: | | Email | |
| | | | Web: | |
| f. | Names of partners | | (Please attach list) | |

b. Company's profile

| Sr. No. | Para No. | Parameters | Response of Firm | Proof of response is attached at Page No.____/Flag No.____ | Distribution of Marks |
|---------|----------|--|------------------|--|-----------------------|
| 1. | 11a | Firm's standing | | | |
| | | Number of Partners: | | | |
| | | 5 and Above | | | 10 |
| | | 4 Partners | | | 08 |
| | | 3 Partners | | | 06 |
| | | 2 Partners | | | 04 |
| 2 | 11b | Period of establishment of firm | | | |
| | | Above 20 Years | | | 10 |
| | | Above 14 years to 19 Years | | | 8 |
| | | 10 to 14 Years | | | 6 |
| 3 | 11c | Affiliation with a foreign auditing firm | | | |
| | | Yes | | | 10 |
| | | No | | | 0 |
| 4 | 11d | Number of staff engaged as full time employee: | | | |
| | | Above 75+ | | | 10 |
| | | From 51-75 | | | 08 |
| | | From 26-50 | | | 06 |
| | | From 10-25 | | | 04 |
| 5 | 11e | No. of Insurance Companies in UAE in which bidder is currently engaged in carrying out audit. | | | |
| | | 3 or Above | | | 20 |
| | | 2 | | | 15 |
| | | 1 | | | 10 |
| 6 | 11f | Monetary size of Balance Sheet of individual client to whom audit services were provided in last 05 years (Please quote one client having maximum footings of balance sheet) | | | |
| | | Above AED 1,200(M) | | | 20 |
| | | Above AED 800(M)-1,200(M) | | | 15 |
| | | AED 400(M) - 800(M) | | | 10 |
| 7 | 11g | Experience of auditing of life insurance companies | | | |
| | | Above 08 years | | | 20 |
| | | Above 6 years – 8 years | | | 16 |
| | | Above 4 years – 6 years | | | 12 |
| | | 2 years – 4 years | | | 08 |

Minimum qualifying marks=60

Date: _____

Authorized signatures: _____

Name: _____

Title: _____

- c. The Technical and Financial Proposals, complete in all respect, should be submitted latest by **18-01-2023 upto 10:30 am** (UAE TIME) Technical and Financial proposals should be submitted separately duly sealed and labeled as "Technical Proposal" and "Financial Proposal" at the address given at para-6 (h).
- d. No proposal shall be entertained if the technical and financial proposals are not separately sealed and company's stamp is not affixed on envelopes.
- e. Financial Bids will be opened of those bidders only, who will score minimum 60 in the technical proposal. Un-opened financial proposals/bids of technically disqualified bidders will be handed over to representatives of the respective bidders.

Date: _____

Authorized signatures: _____

Name: _____

Title: _____

Encl:

- i. All supporting documents.
- ii. Financial Bid has been submitted separately.

3.2 FINANCIAL PROPOSAL

Appointment of an Audit Firm for Outsourcing the Internal Audit Function of Gulf Zone

Tender to be submitted to:

The Zonal Head

State Life Insurance Corporation of Pakistan

503- Gulf Air Building

Salah uddin Road, P.O. Box No. 11278 Deira Dubai, UAE.

Phone # 00971-42729061

Cell # 00971-544412842

| | |
|----------------------------|-------------------|
| Submitted by (name): _____ | Designation _____ |
| Company's Name: _____ | |

a. Company Information:

| | | |
|----|--------------------------|---------------|
| a) | Name of Firm | |
| b) | Tax Registration of Firm | (Attach copy) |

b. Financial Proposal

| | | |
|----|---|-----------------------------|
| a) | Audit Fee (Annual) | AED _____ _____ _____ |
| b) | Federal/Provincial Taxes (if applicable) (Annual) | AED _____ _____ |

| | | |
|--|--|--|
| | | |
|--|--|--|

Date: _____

Authorized Signatures: _____

Name: _____

Title: _____

Encl:

- i. Registration Certificate with federal tax authority.
- ii. Technical Bid has been submitted separately.
- iii. State Life will deduct all the applicable taxes at the rate prescribed under the relevant tax laws.

4. ILLUSTRATION OF FILLING TECHNICAL PROPOSAL

Appointment of an Audit Firm for Outsourcing the Internal Audit Function of Gulf Zone

Tender to be submitted to:

The Zonal Head

State Life Insurance Corporation of Pakistan

503- Gulf Air Building,

Salah uddin Road, P.O. Box No. 11278 Deira Dubai, UAE.

Phone # 00971-42729061

Cell # 00971-544412842

Submitted by (name): Mr. Ali

Company's Name: ABC Auditing Firm

a. Company's basic information:

| | | | | |
|----|-----------------------------|--|----------|--|
| a. | Name of firm | ABC Auditing Firm | | |
| b. | Registered Address | Shahrah-e-faisal, near FTC Building Karachi | | |
| c. | Contact person's name/title | Name: Mr. Ali Title: Partner | | |
| d. | Phone No. | 021-3333333 | Cell No. | 0300-0000000 |
| e. | Fax No: | 021-4444444 | Email | ali@yahoo.com |
| f. | Names of partners | (Please attach list) Please see Flag A | | |

b. Company's profile

| Sr. No. | Para No. | Parameters | Response of Firm | Proof of response is attached at Page No.____ / Flag No.____ | Distribution of Marks |
|---------|----------|---------------------------------|------------------|--|-----------------------|
| 1. | 11.a | Firm's standing | | | |
| | | Number of Partners: | | | |
| | | 5 and Above | 6 Partner | FLAG-B | 10 |
| | | 4 Partners | | | |
| | | 3 Partners | | | |
| | | 2 Partners | | | |
| 2 | 11.b | Period of establishment of firm | | | |

| | | | | | |
|---|------|--|-------------|--------|--------|
| | | Above 19 Years | 20 Years | FLAG-C | 10 |
| | | Above 14 to 19 Years | | | |
| | | 10 to 14 Years | | | |
| 3 | 11.c | Affiliation with a foreign auditing firm | | | |
| | | Yes | Yes | FLAG-D | 10 |
| | | No | | | |
| 4 | 11.d | Number of staff engaged as full time employee: | | | |
| | | Above 75 | 120 STAFF | FLAG-E | 10 |
| | | From 51-75 | | | |
| | | From 26-50 | | | |
| | | From 10-25 | | | |
| 5 | 11.e | No. of Ins. Companies in UAE in which bidder is currently providing the audit service or has provided audit service in past two years | | | |
| | | 3 or Above | | | |
| | | 2 | 02 | FLAG-F | 15 |
| | | 1 | | | |
| 6 | 11.f | Monetary size of Balance Sheet of individual client to whom audit services were provided in last 05 years (Please quote one client having maximum footings of balance sheet) | | | |
| | | Above AED 1,200(M) | AED 1250(M) | FLAG-G | 20 |
| | | Above AED 800(M)-1,200(M) | | | |
| | | AED 400(M) - 800(M) | | | |
| 7 | 11.g | Experience of auditing of life insurance companies | | | |
| | | Above 08 years | | | |
| | | Above 6 years – 8 years | 4 years | FLAG-H | 16 |
| | | Above 4 years – 6 years | | | |
| | | 2 years – 4 years | | | |
| | | Total Marks | | | 91/100 |

Minimum qualifying marks=60

Date: _____

Authorized signatures: _____

Name: _____

Title: _____

• **Illustration (of weighted average 70:30 ratio)**

Let five consultancy firms participate in the bidding process. After evaluation of their technical bid, financial bids of four bidders opened while financial bid of 3rd bidder

(bidder C) is returned, scoring less than 60 marks in technical evaluation. The data of all bidders is tabulated as under:

| Sr. No. | Name of Bidder | Marks obtained in Technical Bid | Total Financial Bid (AED) |
|---------|----------------|---------------------------------|---------------------------|
| 1 | A | 95 | 140 |
| 2 | B | 89 | 110 |
| 3 | C | 58 | Not opened |
| 4 | D | 78 | 100 |
| 5 | E | 80 | 90 |

| Sr. No. | Name of Bidder | Technical evaluation after assigning 70% weight | Financial evaluation after assigning 30% weight | Total Marks (Tech. + fin) |
|---------|----------------|---|---|---------------------------|
| 1 | A | $95/95*70=70.00$ | $90/140*30=19.28$ | 89.28 |
| 2 | B | $89/95*70=65.57$ | $90/110*30=24.54$ | 90.11 |
| 3 | D | $78/95*70=57.47$ | $90/100*30=27$ | 84.47 |
| 4 | E | $80/95*70=58.94$ | $90/90*30=30$ | 88.94 |

In this way Bidder "B" will be evaluated lowest with highest marks of 90.11.

5. FORM OF CONTRACT

The specimen form of contract is enclosed as **Annexure- A**

6. GENERAL CONDITIONS OF CONTRACT

a. Validity of the proposal

All proposals and price shall remain valid for a minimum period of 180 days from the closing date of submission of proposal.

b. Ownership

The ownership of all products and services rendered under this contract arising as a result of this bidding process will be the sole property of State Life Insurance Corporation of Pakistan.

c. Governing Laws

This request for Proposal and any contract executed pursuant to this bidding shall be governed by and construed in accordance with the relevant laws.

d. Acceptance or Rejection of Proposals

State Life Insurance Corporation reserves the right not to accept the lowest or any proposal and to cancel the bidding process. The decision of State Life Insurance Corporation will be binding on all concerned and will not be challengeable at any forum.

e. Initiation of work

Immediate after signing of contract.

f. Taxes

The bid amount will be inclusive of all applicable taxes. However, Income tax will be deducted from the monthly fee in accordance with governing laws.

g. Minimum Qualifying marks in Technical Proposal

Minimum qualifying marks in technical proposal is 60. The financial bids of the bidders, securing less than qualifying marks (60) will be returned un-opened.

h. Availability of Bid Form and Contact Person for Enquiries

The Bid Form can be obtained from Gulf Zone, State Life Insurance Corporation of Pakistan at the following address, and can be down loaded from the website of state life www.statelife.com.pk

State Life Insurance Corporation of Pakistan
503- Gulf Air Building
Salah uddin Road P.O. Box No. 11278 Deira Dubai, UAE.
Phone # 00971-42729061
Cell # 00971-544412842
Email: slicdxb@emirates.net.ae

i. Submission of Proposal

Tender documents may be obtained from the office of Zonal Head, Gulf Zone after appearance of this advertisement on the websites of PPRA/State Life. The interested bidders shall submit the proposals which shall be physically separated, sealed and labeled as “Technical Proposal” and “Financial Proposal” to the above address.

No proposal shall be entertained if the technical and financial proposal are not separately sealed and company’s stamp is not affixed on envelopes.

While filling technical proposal, firms are required to insert the data in the column “Response of Firm” and give the reference of Page No. or Flag No. in the column “Proof is attached at Page No_____/Flag No_____”.

j. Payment of Fee

Payment of fee will be made on monthly basis within 15 days after submission of required reports.

k. Opening of Bids

Technical Bid Opening

Technical bid will be opened on last day of submitting the proposal, i.e., at 11:00 - A.M. (UAE TIME) on 18-01-2023, in the presence of representatives of firms, participating firms are requested to observe the time strictly.

Financial Bid Opening

The date of opening of financial bid will be conveyed to all bidders through email / letter / telephone.

l. Bid Evaluation Criteria

All bids will be evaluated on the basis of weighted average. 70% weight will be assigned to technical bid and 30% weight to financial bid.

m. Pre-Bid Meeting

Pre-bid meeting will be held at 03-01-2023 at the under mentioned venue.

Zonal Office, Gulf
State Life Insurance Corporation of Pakistan
503- Gulf Air Building
Salah uddin Road, P.O. Box No. 11278 Deira Dubai, UAE.
Phone # 00971-42729061
Cell # 00971-544412842
Email: slicdxb@emirates.net.ae

n. Escalation in Fee of Firm

Escalation in fee may be considered on the satisfactory performance of firm, however such escalation may be considered to the extent of maximum annual inflation rate declared by UAE, Government.

o. Firms not Eligible to Participate

The Bidder not fulfilling the criteria mentioned at para 10 will not be eligible to participate in this tender. The participating bidders are requested to attach proof of para 10 and flag the same.

p. Non-Disclosure Agreement

Bidder needs to sign Non-Disclosure Agreement with SLIC. The specimen of Non-Disclosure Agreement is attached as **Annexure- B.**

q. Integrity Pact

Successful bidder will have to sign an integrity pact with SLIC. The specimen of integrity pact is attached as **Annexure- C.**

r. Proposal Securing Declaration

Bidder needs to sign Proposal Securing Declaration. The specimen of Proposal Securing Declaration is attached as **Annexure- D.**

s. Disqualification

State life through its committees may at its sole discretion and at any time during the evaluation of proposal till signing of agreement, disqualify any respondent, if the respondent has:

- a. Submitted the proposal documents after the deadline.

- b. Made misleading or false representations in the forms, statements and attachments submitted in proof of the eligibility requirements.
- c. Exhibited a record of poor performance such as abandoning works, not properly completing the contractual obligations, delay in completion of work or financial failures etc. in any project.
- d. Submitted a proposal that is not accompanied by the required documentation or is non-responsive.
- e. Failed to provide clarification related thereto, when sought.
- f. Submitted a proposal with price adjustment / variation provision / condition.
- g. Declared ineligible, black listed or disciplinary proceedings initiated against the firm by the any organization whether government, multinational or private entity for corrupt and fraudulent practices or convicted by the court till signing of contract. An affidavit in this regard must be provided and enclosed with technical proposal.

t. Settlement of dispute

Amicable Settlement

The Parties shall use their best efforts to settle amicably all disputes arising out of or in connection with this Contract or its interpretation.

Dispute Settlement

Any dispute between the Parties as to matters arising pursuant to this Contract which cannot be settled amicably within thirty (30) days after receipt by one Party of the other Party's request for such amicable settlement may be submitted by either Party for settlement in accordance with the provisions of prevailing arbitration laws applicable in UAE.

Services under the Contract shall, if reasonably possible, continue during the arbitration proceedings and no payment due to or by the Client shall be withheld on account of such proceedings except disputed.

u. Force Majeure

For the purposes of this Contract, "Force Majeure" means an event which is beyond the reasonable control of a Party and which makes a Party's performance of its obligations under the Contract impossible or so impractical as to be considered impossible under the circumstances, and includes, but is not limited to, war, riots, civil disorder, earthquake, fire, explosion, storm, flood or other adverse weather conditions, strikes, lockouts or other industrial actions (except where such strikes, lockouts or other industrial actions are within the power of the Party invoking Force Majeure to prevent), confiscation or any other action by government agencies.

Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of a Party or such Party's agents or employees, nor (ii) any event which a diligent Party could reasonably have been expected to both (A) take into account at the time of the conclusion of

this Contract and (B) avoid or overcome in the carrying out of its obligations hereunder.

Force Majeure shall not include insufficiency of funds or failure to make any payment required hereunder.

The failure of a Party to fulfill any of its obligations under the Contract shall not be considered to be a breach of, or default under this Contract insofar as such inability arises from an event of Force Majeure, provided that the Party affected by such an event; (a) has taken all reasonable precautions, due care and reasonable alternative measures in order to carry out the terms and conditions of this Contract; and (b) has informed the other Party in writing not later than fifteen (15) days following the occurrence of such an event.

Any period within which a Party shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.

v. Termination

The SLIC may terminate this Contract by not less than thirty (30) days written notice of termination to the firm to be given after the occurrence of any of the events specified in paragraphs (a) to (c):

- a. if the firm do not remedy a failure in the performance of their obligations under the Contract, within thirty (30) days after being notified or within any further period as the Client may has subsequently approved in writing;
- b. if the Client, in its sole discretion, decides to terminate this Contract.
- c. if, as the result of Force Majeure, the firm are unable to perform a material portion of the Services for a period of not less than sixty (60) days;

w. Subletting

The Bidder shall not sublet, sell, transfer, assign any portion of the assignment without written consent of SLIC.

7. **PERFORMANCE CRITERIA/DELIVERY TIME**

| Deliverables | Timeline |
|---|-----------------|
| Audit Report regarding Pre-auditing Activities: - <ul style="list-style-type: none">▪ No of vouchers Audited.▪ No of observations raised along with observation details.▪ Excess / Short amount detected.▪ Reasons▪ Suggestions/Recommendations | Monthly |
| New Business Closing Reports including: - | Monthly |

| | |
|--|---|
| <ul style="list-style-type: none"> • Last proposal number. • Last policy number. • Last PR/MR number. | |
| <p>Report regarding Risk based auditing</p> <ol style="list-style-type: none"> 1. Executive Summary 2. Scope of Audit 3. Audit Objectives 4. Audit Approach 5. Testing and Reporting 6. Summary of Audit Findings 7. Risk rating of Audit Findings 8. Detailed Audit Observation <ol style="list-style-type: none"> a. Control Objective b. Audit Findings c. Implications d. Recommendations e. Management Action Plan f. Implementation Timeline and Responsibility g. Internal Audit Comments 9. Overall Conclusion/Recommendation | Quarterly |
| Internal Audit Reports (As per UAE Insurance Authority's BOD Decision No. 19). | To Insurance Authority as per Circular No. 19 with a copy to IA Division. |
| Audit Report regarding AML regulations | Quarterly |
| Internal Audit reports with respect to IFRS-17 | As and when required |
| Any other regulatory requirement by Insurance Authority, UAE / others | As and when required |

8. SCOPE OF WORK

| Management Operation Functions | Specific Areas |
|---------------------------------|--|
| Regulatory Compliance | <ol style="list-style-type: none"> i. Review the implementation of regular updates in regulatory laws and regulations. ii. Implementation of Insurance Authority's Board of Director's Decision No. (19) of 2020 related to Internal Audit Functions along with submission of reports to Insurance Authority. iii. Review and implement the Insurance Authority financial regulation 2014. iv. Follow procedures for AML /CFT. v. Any other regulatory requirement related to Internal Audit Functions. |
| Pre-Auditing | <ol style="list-style-type: none"> i. All type of payments (Audit universe/scope for pre audit enclosed as Annexure I) |
| Risk Based Auditing (Quarterly) | <ol style="list-style-type: none"> i. PHS Functions ii. New Business Functions |

| | |
|-----------|---|
| | <ul style="list-style-type: none"> iii. F&A Functions iv. Investment Functions v. P&GS Functions vi. IT Functions vii. Compliance Functions viii. Risk Management Functions ix. Agency Administration Functions x. Any other task(s) assigned by the Management (Audit universe/scope for risk based internal audit enclosed as Annexure II) |
| IFRS - 17 | i. All responsibilities with respect to IFRS-17 |

The selected firm will depute a qualified (CA, ACCA, ACMA, CIA) auditor who will visit SLIC Office on daily basis to carry out internal audit function as per scope. In addition, the firm will depute a qualified (CA, ACCA, ACMA, CIA) auditor other than the auditor deputed for pre audit to conduct risk-based audit on quarterly basis (Risk-based plan is to be prepared by the firm).

9. VALIDITY OF CONTRACT

The contract is valid for a period of one year, further extendable to two years (for a total period of 3 years) based on satisfactory performance.

10. QUALIFICATION CRITERIA

The firm should:

- a. Have at least 2 partners (please attach proof).
- b. Be qualified having relevant professional certification from well renowned institution (please attach proof).
- c. Not declared ineligible, blacklisted or disciplinary proceedings initiated against the firm by any organization whether government, multinational or private entity for corrupt and fraudulent practices or convicted by the court. An affidavit in this regard must be provided and enclosed with technical proposal.
- d. Must secured minimum qualification marks (60).
- e. Has valid License issued by the local Authority to operate as an Audit Firm in UAE (please attach proof).
- f. Have at least 05 years' experience of auditing with life insurance companies in UAE from 2010 to till date (please attach proof).
- g. Be registered with Federal Tax Authority (FTA), UAE (please attach proof).
- h. Has provided auditing services to the company having head office/branch office in Pakistan by the Audit firm with the parent/full name of the firm. For example, **ABC Co.** cannot quote the experience of **ABC AND XYZ COMPANY**.
- i. In past five years no action of local Authority of UAE/any other country is taken against the firm (Bidders are required to attach an undertaking to this effect. Undertaking must be signed and stamped by authorized officer as per prevailing laws/practice in UAE).

11. BID EVALUATION CRITERIA

- a. Number of partners.
- b. Period of establishment of the Firm.
- c. Affiliation with a foreign auditing firm.

- d. Number of staff engaged on full time.
- e. No. of Insurance Companies in UAE in which audit firm is currently engaged in carrying out auditing activities.
- f. Monetary size of balance sheet of individual client to whom audit services were/being provided in last 05 years (only one client needs to be quoted having maximum size of Balance Sheet).
- g. Experience of auditing of life insurance companies.

12. PRIVILEGES AND OBLIGATIONS OF DEPUTED AUDITOR

- i. Deputed auditor will be medically examined before joining the SLIC Gulf Zone. After declaring fit by medical advisor of SLIC, auditor will resume his job.
- ii. Before Deputing the auditor, Firm will share the profile of the deputed auditor with SLIC. In case of change of auditor, fresh profile of the auditor will be submitted with SLIC after fulfilling medical requirement mentioned above.
- iii. Keeping in view the sensitive nature of work & to maintain the confidentiality, the deputed auditor will have to conduct audit at the premises of Zonal Office, Gulf (SLIC).
- iv. Deputed Auditor will be entitled for travelling and daily allowance equivalent to Assistant Manager, Gulf Zone with the prior permission of Zonal Chief Gulf Zone. However, maximum four tours in a year may be allowed by Zonal Chief Gulf Zone, tour beyond prescribed limit may be allowed by Divisional Head (IA) P/O Karachi. The tours may be allowed to different branches of the Gulf Zone for auditing purposes, Study tour, training tour or other type of tour whether within UAE or out-side will not be allowed by Zonal chief under any circumstances. After each tour, auditor will submit tour report to Zonal Chief Gulf Zone, without which travelling expenses will not be reimbursed.
- v. The payment of fee will be released in the name of firm through cross cheque, paying the salary/stipend/commission whatsoever to deputed auditor will be the sole responsibility of the firm.

13. PRIVILEGES AND OBLIGATIONS OF AUDIT FIRM

- i. Firm will supervise the working of deputed auditor for Pre- audit activities and auditor deputed for Risk Based Audit.
- ii. The Firm will depute an alternative auditor in case of leave of already deputed auditor.
- iii. Act of deputed auditor will be considered the act of firm.
- iv. The Firm will submit audit reports to Zonal Chief Gulf and Divisional Head (IA) within 15 days after the report falling due.
- v. All the reports will be signed by the Partner of the firm.

14. SUBMISSION OF PROPOSAL

The technical and financial proposals complete in all respect, should be submitted by **18-01-2023**, up-to 10:30 hours (UAE TIME). The Firm shall submit Two proposals which shall be physically separated, sealed and labeled as ***“Technical Proposal” and Financial proposal*** at the above address.

No proposal shall be entertained if the technical and financial proposal are not separately sealed and company’s stamp is not affixed on envelopes. Pre-bid meeting can be arranged, if required.

For any queries regarding Tender Documents, please email us at slicdx@emirates.net.ae, the bidder may request for pre-bid meeting on the same ID if desired.

Annexure- A

15. SPECIMEN OF FORM OF CONTRACT

This CONTRACT (hereinafter called the "Contract") is made on the ____day of__ (month) of____(year), between, State Life Insurance Corporation of Pakistan on the one hand, (hereinafter called the "SLIC" which expression shall include the successors, legal representatives and permitted assigns) and, on the other hand, _____(hereinafter called the "Firm" which expression shall include the successors, legal representatives and permitted assigns).

WHEREAS

- (a) The SLIC has requested the firm to carry out the function of Internal Audit at Gulf Zone as defined in the Scope of Work as per tender document attached to this Contract (hereinafter called the "Services"); and
- (b) The Firm, having represented to the SLIC that they have the required professional skills, and personnel and technical resources, have agreed to provide the Services on the terms and conditions set forth in this Contract;

NOW THEREFORE the Parties hereby agree as follows:

1. The following documents attached hereto shall be deemed to form an integral part of this Contract:
 - a. The General Conditions as set forth / elaborated in the Tender Document;
 - b. The integrity pact;
 - c. Non-Disclosure Agreement
2. The mutual rights and obligations of the SLIC and the firm shall be as set forth in the Contract, in particular:
 - a. The firm shall carry out the Services in accordance with the provisions of the Tender Document;
 - b. The Firm shall initiate work after signing the instant agreement and continue to carry out audit function till the completion of term of contract.
 - c. The SLIC shall make payments to the Firm in accordance with the provisions of the Tender Document.

IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names in two identical counterparts, each of which shall be deemed as the original, as of the day, month and year first above written.

For and on behalf of State Life Insurance Corporation (SLIC)

Witness:

Signatures: _____
Name: _____
Title: _____

Signatures: _____
Name: _____
Title: _____
(Seal)

For and on behalf of firm (FIRM)

Witness:

Signatures: _____
Name: _____
Title: _____

Signatures: _____
Name: _____
Title: _____
(Seal)

Annexure- B

16. **SPECIMEN OF NON-DISCLOSURE AGREEMENT**

This Non-Disclosure Agreement (“Agreement”) is entered into by and between _____ (Firm) and State Life Insurance Corporation of Pakistan (hereinafter called the “SLIC” which expression shall include the successor, legal representatives and permitted assigns), effective as of the date of latest execution below (“Effective Date”).

WHEREAS, as part of scope/execution of awarded of work, the SLIC shall provide financial, accounting, auditing and other proprietary information to Firm (Recipient); and

WHEREAS, the parties mutually desire to set forth the terms and conditions of their agreement for maintaining the confidentiality of such information and certain related matters;

NOW, THEREFORE, in consideration of the foregoing and the agreements contained herein, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto agree as follows:

1. “Confidential Information” as used in this Agreement shall include all information provided by Disclosing Party to Recipient, except as noted herein, whether in oral, written, electronic, graphic, or other format, including without limitation: (a) Disclosing Party’s financial and accounting information; (b) information regarding Disclosing Party’s, or such party’s corporate affiliates’, financial condition or performance, business operations, plans, strategies or techniques, know how, products or services, pricing, past or current customer information, systems or system strategies, and marketing and distribution plans, methods or techniques; (c) any information that is marked “confidential,” “proprietary,” or with like words, or that is summarized in writing as being confidential prior to or promptly after disclosure to the other party; (d) any and all research, data and databases; (e) any models, source code, or other information contained within any software, model or system; (f) information relating to or arising from any software, models, modeling results or output; (g) insurance policy or policyholder information; (h) any reinsurance structures or risk management solutions created, disclosed or analyzed by Firm; (i) any insurance or reinsurance underwriting and pricing information, and information relating to actuarial analysis and market capacity; (j) any third-party confidential information included with, or incorporated in, any information provided by Disclosing Party; and (k) designs, ideas, concepts, intelligence engineering, techniques, processes, methodologies, and technology embodied in any of the foregoing. Additionally, the parties agree that “Confidential Information” shall also include (a) the existence of this Agreement; (b) the fact that the Confidential Information exists or has been, or may be, made available to Recipient; (c) the identity of the parties involved in the Transaction, including without limitation the parties hereto, and the fact that either party hereto is considering or evaluating the Transaction; (d) the fact that discussions or negotiations are taking or have taken place concerning the Transaction, including those discussions or negotiations pertaining to this Agreement; and (e) any term, condition or other facts relating to

the Transaction or such discussions or negotiations, including without limitation the status thereof.

2. Confidential Information shall not include information which: (a) is or becomes generally available to the public other than as a result of disclosure by Recipient in violation of this Agreement; (b) was available to or already known by Recipient on a non-confidential basis prior to its disclosure by Disclosing Party; (c) is developed by Recipient independently of any information acquired from Disclosing Party; or (d) becomes available to Recipient on a non-confidential basis from a source other than Disclosing Party, provided that Recipient does not know that such source is bound by confidentiality obligations to Disclosing Party.
3. Each party agrees to exercise reasonable care to protect and prevent unauthorized disclosure of the other party's Confidential Information. Recipient may disclose Disclosing Party's Confidential Information to any of its affiliates, officers, directors, employees, agents or representatives (collectively "Agents") who have a need to know such information in connection with the Transaction, provided that Recipient advises each such Agent of the requirements to maintain the confidential nature of the Confidential Information. Except as expressly authorized in writing by Disclosing Party, Recipient of such Confidential Information will not, and will not permit any of its Agents to, directly or indirectly, (a) report, publish, distribute, disclose, or otherwise disseminate the Confidential Information, or any portion thereof, to any third party or (b) use the other party's Confidential Information, or any portion thereof, for its own benefit or for the benefit of any of its Agents or any third party for any purpose (except as necessary for purposes of participating in or supporting the Transaction). Recipient acknowledges and agrees that it will be responsible for any breach of this Agreement by any of its Agents and agrees, at Recipient's sole expense, to take reasonable measures to restrain Recipient's Agents from prohibited or unauthorized disclosure or use of the Confidential Information.
4. Nothing in this Agreement shall prevent disclosures pursuant to a court order, subpoena, or other requirement of any governmental or regulatory authority, provided that Recipient promptly notifies Disclosing Party in writing (to the extent legally permissible) of any such order or requirement and cooperates, at Disclosing Party's expense, in an effort to obtain a protective order from the issuing court or governmental or regulatory authority limiting disclosure and use of the information. If Disclosing Party does not timely obtain such protective order or if Disclosing Party consents to the Confidential Information being released, then Recipient may provide only the Confidential Information that is legally required to be disclosed.
5. Nothing in this Agreement precludes Recipient from disclosing any Confidential Information relating to Disclosing Party or the Transaction to the extent that the disclosure is made in any suit, action or proceeding (whether in law or in equity or pursuant to arbitration) involving the Transaction for the purpose of defending itself, reducing its liability or protecting or exercising any of its claims, rights, remedies or interests under or in connection with the Transaction.
6. The parties agree that impermissible disclosure or use of Confidential Information or other breach or violation of any of the provisions of this Agreement may cause irreparable harm to Disclosing Party and that remedies at law may be inadequate to

protect against breach of this Agreement. The parties hereby agree in advance that Disclosing Party shall have the right, in addition to all other available remedies, to seek injunctive relief without proof of actual damages in order to prevent such acts, attempts and violations. Nothing herein shall prevent either party from competing in good faith for the business of any customer or customers, provided it does not use for such purpose any Confidential Information of the other party obtained in connection with the Transaction.

7. Each party understands and agrees that its access to and use of Confidential Information of the other party is at the sole control and discretion of such other party and that this Agreement does not establish any rights to continued access to or use of the Confidential Information furnished by the other party. Upon request of Disclosing Party, Recipient shall return or destroy all Confidential Information of Disclosing Party which is in its possession or subject to its control, except for archival and backup copies that are not readily available for use and business records required by law to be retained, which Recipient will continue to treat as confidential pursuant to the terms of this Agreement. Additionally, upon request, such destruction of information shall be certified in writing to Disclosing Party by an authorized official of Recipient.
8. This Agreement shall inure to the benefit of, and shall be binding upon, the parties hereto and their respective legal representatives, successors and permitted assigns. This Agreement may not be assigned by either party without the prior written consent of the other.
9. It is understood and agreed that any failure or delay in exercising any right granted in this Agreement shall not operate as a waiver of the right, nor shall any single or partial exercise of any right preclude any other or further exercise of the right or the exercise of any other right granted in this Agreement.
10. If any provision of this Agreement shall be finally determined to be invalid or unenforceable by any court of competent jurisdiction, such provision shall be deemed to be severed from this Agreement, but every other provision of this Agreement shall remain in full force and effect. With respect to any such provision so determined to be invalid or unenforceable, any court with jurisdiction over the parties and subject matter hereof shall have all necessary authority to rewrite such provision in order to provide for the enforceability thereof to the maximum extent permissible under law, and the parties hereto agree to abide by such court's determination.
11. The confidentiality obligations set out in this Agreement shall survive the termination of the business relationship between the parties and the termination of this Agreement.

IN WITNESS WHEREOF, the parties hereto, by their duly authorized representatives, have caused this Agreement to be executed, effective as of the Effective Date set forth above.

Firm

Signatures: _____
Name: _____
Title: _____

SLIC

Signatures: _____
Name: _____
Title: _____

Date: _____

Date: _____

Annexure- C

17. **SPECIMEN OF INTEGRITY PACT**

**DECLARATION OF FEES/OUT OF POCKET EXPENSES PAYABLE BY
THE AUDIT FIRM**

Contract Number _____ Dated: _____

Contract Value _____

Contract Title _____

Full name of the Audit Firm (The Firm) hereby declares that it has not obtained or induced the procurement of any contract, right, interest, privilege or other obligation or benefit from State Life Insurance Corporation of Pakistan (SLIC) or any administrative subdivision or agency thereof or any other entity owned or controlled by it SLIC through any corrupt business practice.

Without limiting the generality of the foregoing, the Firm represents and warrants that it has fully declared the brokerage, commission, fees etc. paid or payable to anyone and not given or agreed to give and shall not give or agree to give to anyone within or outside Pakistan either directly or indirectly through any natural or juridical person, including its affiliate, agent, associate, broker, consultant, director, promoter, shareholder, sponsor or subsidiary, any commission, gratification, bribe, finder's fee or kickback, whether described as consultation fee or otherwise, with the object of obtaining or inducing the procurement of a contract, right, interest, privilege or other obligation or benefit in whatsoever form from SLIC, except that which has been expressly declared pursuant hereto.

The Firm certifies that it has made and will make full disclosure of all agreements and arrangements with all persons in respect of or related to the transaction with SLIC and has not taken any action or will not take any action to circumvent the above declaration, representation or warranty.

The Firm accepts full responsibility and strict liability for making any false declaration, not making full disclosure, misrepresenting facts or taking any action likely to defeat the purpose of this declaration, representation and warranty. It agrees that any contract, right, interest, privilege or other obligation or benefit obtained or procured as aforesaid shall, without prejudice to any other right and remedies available to SLIC under any law, contract or other instrument, be voidable at the option of SLIC.

Not with standing any rights and remedies exercised by SLIC in this regard, the Firm agrees to indemnify SLIC for any loss or damage incurred by it on account of its corrupt business practices and further pay compensation to SLIC in an amount equivalent to ten time the sum of any commission, gratification, bribe, finder's fee or kickback given by the Firm as aforesaid for the purpose of obtaining or inducing the procurement of any contract, right, interest, privilege or other obligation or benefit in whatsoever form SLIC.

Annexure-D

18. PROPOSAL SECURING DECLARATION

Date:

Proposal/Tender No:

To: *[insert complete name of Procuring Agency]*

We, the undersigned, declare that:

We understand that, according to your conditions, Proposals must be supported by a Proposal Securing Declaration.

We accept that we will automatically be suspended from being eligible for Bidding in any contract with the Procuring Agency for the period of time as determined by the Authority if we are in breach of our obligation(s) under the Proposal conditions, because we:

- (a) have withdrawn or modified our Proposal during the period of Proposal Validity specified in the Form of Proposal;
- (b) Disagreement to arithmetical correction made to the Proposal price; or
- (c) having been notified of the acceptance of our Proposal by the Procuring Agency during the period of Proposal Validity, (i) failure to sign the contract if required by Procuring Agency to do so or (ii) fail or refuse to furnish the Performance Security or to comply with any other condition precedent to signing the contract specified in the SRF Documents.

We understand this Proposal Securing Declaration shall expire if we are not the successful Service Provider, upon the earlier of (i) our receipt of your notification to us of the name of the successful Service provider; or (ii) twenty-eight (28) days after the expiration of our Proposal.

Signed: *[insert signature of person whose name and capacity are shown]* In the capacity of *[insert legal capacity of person signing the Proposal Securing Declaration]*

Name: *[insert complete name of person signing the Proposal Securing Declaration]*

Duly authorized to sign the Proposal for and on behalf of: *[insert complete name of Service Provider]*

Dated on _____ day of _____, _____ *[insert date of signing]*
Corporate Seal (where appropriate)

HEAD OF ACCOUNTS TO BE PRE-AUDITED BY INTERNAL AUDIT
AT GULF ZONE

General Payments:

1. Verification of productivity Bonus for Officers as per approved Policy of the Corporation.
2. Verification of Bonus to staff.
3. Verification of Leave Balances of Staff / Officers.
4. Revision of Pay of Officers (as and when Revised).
5. Revision of Pay of Staff as per appointment letter Agreement.
6. Revision of Pension of officer as and when declared by the Government / Management.
7. Final Settlement/ Gratuity for Staff at the time of their Retirement.
8. Payment to contractors for supply of Stationary items / printing material.
9. Verification of Leave Encashment to Staff / Officers.
10. Verification of all types of Loan & Advances to Staff & Officers including, Conveyance, Two Months' Salary advance, House Rent Advance, Rent ceiling etc.
11. Entertainment Expenses (Account Code 914).
12. Meeting and Conference Expenses.
13. Repair & maintenance of the vehicles owned by the Corporation.
14. Car petrol Expenses of the Vehicles owned by the Corporation.
15. Traveling expenses.
16. Advertisement.
17. Petty Cash Expenses / Imprest.
18. Car Insurance premiums..
19. Cost of Books and Periodicals.
20. Courier Services availed by the Corporation.
21. Mailing Expenses.
22. Training Expenses.
23. Subscription fee to professional bodies.
24. CBUAE Fees as per rules.
25. Capital Expenditures.
26. Repair and Maintenance.
27. Computer Maintenance Expenses.
28. Purchase of Computers.
29. Consultancy fee.
30. Cost of End user license fee.
31. Maintenance Expenses of Computer Main Frame.
32. Statutory Audit fee and out of Pocket Expenses.
33. Cost of Photocopy Expenses.
34. Cost of Postage and Email.
35. Cost Hiring Machines / Main Frames.
36. Cost of office Rents.
37. Advance against Expenses and their adjustments.
38. Advance to Contractors and its adjustments.
39. Verification of Law Charges.
40. Miscellaneous Expenses.

PHS/NB RELATED PAYMENTS:

41. Loan to Policy Holders.
42. Surrenders of Policies.
43. Refund of Suspense.
44. Death Claims.
45. Maturity Claims.
46. AIB Claims.
47. FIB Payments.
48. Survival Benefits Claims.
49. Claim Investigation Expenses.
50. Payment of Retainer ship to doctors.

Marketing RELATED PAYMENTS:

51. Field medical.
52. Entertainment / Meeting & Conference expenses.
53. Office rent.
54. One time cash compensation.
55. Prize and awards/Contests and their results.
56. State Life Convention including verification and payment of expenses.
57. Loan & Advances to field and Area Mangers including conveyance, Emergency.
58. Verification of Business figure and suitability of field workers & Area Mangers for promotion.
59. Payments of CCD relating to print & electronic media and advertising agencies.
60. Attachment and detachment of field workers.
61. Verification of Difference of Perks under Better performance.
62. Area Office Expenses.
63. Cost of purchase of furniture and Fixtures for Provision of SAF.

Medical Expenses:

64. Payments to pathological Lab.
65. Payments to Medical Stores for Cost of Medicines supplied to the Officers of the Corporation.
66. Payments to Medical Consultant.
67. Reimbursement of Medical Expenses incurred by Staff / Officers.
68. Medical Examiner fee for New Business.

INVESTMENT RELATED PAYMENTS:

69. Investment in Government Securities Purchased from secondary market.
70. Fund placement with banks.
71. Investment in TFCs/Debentures and Fixed Income Securities.
72. Investment in Shares and mutual funds
73. Investment in real estate
74. Any other investment

Any other task (s) assigned by the Management.

ANNEXURE II

FINANCE & ACCOUNTS DEPARTMENT:

| Sr. No. | Control/Universe/Area | Risk Level |
|----------------|---|-------------------|
| 1 | Updated procedure/user manuals | High Risk |
| 2 | Regulatory requirement/changes | High Risk |
| 3 | Unskilled Personnel | High Risk |
| 4 | Staff Strength | High Risk |
| 5 | Over reliance on key individuals | High Risk |
| 6 | Succession planning | High Risk |
| 7 | Emergent technologies | High Risk |
| 8 | Cash Counter Operations including surprise checking | High Risk |
| 9 | Issuance of Policy against dishonor cheque | High Risk |
| 10 | Taxation | High Risk |
| 11 | Balance in a/c 571 and payment from 571 | High Risk |
| 12 | Cheque Management | High Risk |
| 13 | Establishment of new cash counters | High Risk |
| 14 | Opening of bank accounts and types | High Risk |
| 15 | Reversal of Cheques | Medium Risk |
| 16 | Payment Section | Medium Risk |
| 17 | Bank Reconciliation | Medium Risk |
| 18 | Surplus Fund | Medium Risk |
| 19 | Stop Payment of Cheques | Medium Risk |
| 20 | Accrual of Expense | Medium Risk |
| 21 | Salary Matters | Medium Risk |
| 22 | Budget Register | Medium Risk |
| 23 | Commission Payment | Medium Risk |
| 24 | Overtime Payment | Medium Risk |
| 25 | Persistency Bonus | Medium Risk |
| 26 | Advance to field workers | Medium Risk |
| 27 | Debit Balance of Field Workers | Medium Risk |
| 28 | Commission Payment | Medium Risk |
| 29 | Recovery of Loan | Medium Risk |
| 30 | Recovery from Guarantors | Medium Risk |
| 31 | Retaining Cheque Copy | Medium Risk |
| 32 | Personal Cheque of field | Medium Risk |
| 33 | Balance in a/c 532 and payment from 532 | Medium Risk |
| 34 | Journal Voucher (Banking, PHS, Commission) | Medium Risk |

INFORMATION TECHNOLOGY DEPARTMENT:

| Sr. NO. | Control/Universe/Area | Risk Level |
|----------------|---|-------------------|
| 1 | Main Data Access | High Risk |
| 2 | Printing and acknowledgment of Report/Schedules | High Risk |
| 3 | Printing of ACNT and sending under acknowledgment | High Risk |

| | | |
|----|---|-----------|
| 4 | USER LOGIN IDS | High Risk |
| 5 | Procurement of Computer related items | High Risk |
| 6 | Tag Removal | High Risk |
| 7 | Date Backup Strategy | High Risk |
| 8 | Backdating entries log | High Risk |
| 9 | Pre-printed stationery Register | High Risk |
| 10 | Restrictions on manual user ids | High Risk |
| 11 | Regular updating of application IT Division | High Risk |
| 12 | Network downtime | High Risk |
| 13 | System enhancement | High Risk |
| 14 | Unlicensed software | High Risk |
| 15 | Data errors & omissions | High Risk |
| 16 | Data information availability | High Risk |
| 17 | Disaster recovery plan/DCP | High Risk |
| 18 | Data security | High Risk |
| 19 | Unskilled Personnel | High Risk |
| 20 | Staff Strength | High Risk |
| 21 | Over reliance on key individuals | High Risk |
| 22 | Succession planning | High Risk |
| 23 | Emergent technologies (payroll program) | High Risk |
| 24 | Updated procedure/user manuals | High Risk |
| 25 | Documentation & record keeping | High Risk |

POLICY HOLDER SERVICES DEPARTMENT:

| Sr. No. | Control/Universe/Area | Risk Level |
|----------------|---|-------------------|
| 1 | Updated procedure/user manuals | High Risk |
| 2 | Unskilled Personnel | High Risk |
| 3 | Staff Strength | High Risk |
| 4 | Over reliance on key individuals | High Risk |
| 5 | Succession planning | High Risk |
| 6 | Emergent technologies | High Risk |
| 7 | Internal Control Mechanism | High Risk |
| 8 | Accuracy of Payments | High Risk |
| 9 | System of Cheque Dispatch/Fund transfer | High Risk |
| 10 | Fund Transfer | High Risk |
| 11 | Regulatory compliance/changes | High Risk |
| 12 | Inadequate data | High Risk |
| 13 | Revival of Policies | Medium Risk |
| 14 | LOGIN IDs | Medium Risk |
| 15 | Record Maintenance | Medium Risk |
| 16 | Cheque Dishonor Procedure | Medium Risk |
| 17 | Duplicate Policy Document | Medium Risk |
| 18 | Recovery of Commission | Medium Risk |
| 19 | Reconciliation of Policy Loan Schedule | Medium Risk |
| 20 | Reconciliation of Suspense Schedule | Medium Risk |
| 21 | Death Claim Intimation | Medium Risk |
| 22 | Reconciliation of Death Claim Schedule | Medium Risk |
| 23 | Claim Register | Medium Risk |
| 24 | Late Fee on Policies | Medium Risk |
| 25 | Timely Disposal of Work | Medium Risk |
| 26 | Special revival of Policy | Medium Risk |

| | | |
|----|--------------------------------|-------------|
| 27 | Adjustment through DP04 | Medium Risk |
| 28 | Maturity Claim | Medium Risk |
| 29 | Policy Alteration | Medium Risk |
| 30 | Loan exception list correction | Medium Risk |
| 31 | Voucher exception correction | Medium Risk |
| 32 | Policy Holder Communication | Medium Risk |
| 33 | Mishandling of complaints | Medium Risk |
| 34 | Claim Investigation | Medium Risk |

NE
W

BUSINESS DEPARTMENT:

| Sr. No. | Control/Universe/Area | Risk Level |
|----------------|--|-------------------|
| 1 | Updated procedure/user manuals | High Risk |
| 2 | Unskilled Personnel | High Risk |
| 3 | Staff Strength | High Risk |
| 4 | Over reliance on key individuals | High Risk |
| 5 | Succession planning | High Risk |
| 6 | Underwriting | High Risk |
| 7 | NTU Cases | Medium Risk |
| 8 | Cheque Realization | Medium Risk |
| 9 | Cheque Dishonor | Medium Risk |
| 10 | Policy Cancelation | Medium Risk |
| 11 | Reconciliation of Suspense | Medium Risk |
| 12 | Monthly Closing | Medium Risk |
| 13 | Policy Illustration | Medium Risk |
| 14 | Acknowledgement of Policy Document | Medium Risk |
| 15 | Medical Examiner Payments | Medium Risk |
| 16 | Policies surrendered and issued | Medium Risk |
| 17 | Policy Issuance | Medium Risk |
| 18 | Recovery of commission/claim repudiation | Medium Risk |
| 19 | Reinsurance protocols | Medium Risk |

P&GS DEPARTMENT:

| Sr. No. | Control/Universe/Area | Risk Level |
|----------------|--|-------------------|
| 1 | Updated procedure/user manuals | High Risk |
| 2 | Unskilled Personnel | High Risk |
| 3 | Staff Strength | High Risk |
| 4 | Over reliance on key individuals | High Risk |
| 5 | Succession planning | High Risk |
| 6 | Record Maintenance | Medium Risk |
| 7 | Leave Record | Medium Risk |
| 8 | Loan to Employees | Medium Risk |
| 9 | Employee Benefits | Medium Risk |
| 10 | Disciplinary Proceedings | Medium Risk |
| 11 | Pension Payments of officers | Medium Risk |
| 12 | Medical Benefits | Medium Risk |
| 13 | Appraisals | Medium Risk |
| 14 | Overtime payment | Medium Risk |
| 15 | Whistle blowing policy & Harassment Note | Medium Risk |
| 16 | Emergent technologies (payroll program) | Medium Risk |

| | | |
|----|--|-------------|
| 17 | HR Policy | Medium Risk |
| 18 | Employee recruitment | Medium Risk |
| 19 | Promotion mechanism | Medium Risk |
| 20 | Performance mechanism and recognition | Medium Risk |
| 21 | Data confidentiality | Medium Risk |
| 22 | Procurement of Capital Items/Assets/Disposal | Medium Risk |
| 23 | Stock Register | Medium Risk |
| 24 | Asset Register | Medium Risk |
| 25 | Physical Verification of fixed Assets | Medium Risk |
| 26 | Residential Telephone | Medium Risk |
| 27 | Reconciliation of Asset Register | Medium Risk |
| 28 | Official Telephone | Medium Risk |
| 29 | Janitorial Services | Medium Risk |
| 30 | Contract Management | Medium Risk |
| 31 | Empaneling of vendors | Medium Risk |

AG

ENCY ADMINISTRATION DEPARTMENT:

| Sr. No. | Control/Universe/Area | Risk Level |
|---------|--|-------------|
| 1 | Regulatory compliance/changes | High Risk |
| 2 | Updated procedure/user manuals | High Risk |
| 3 | Unskilled Personnel | High Risk |
| 4 | Staff Strength | High Risk |
| 5 | Over reliance on key individuals | High Risk |
| 6 | Succession planning | High Risk |
| 7 | Personal Files | Medium Risk |
| 8 | Declaration by field force | Medium Risk |
| 9 | Medical Benefits | Medium Risk |
| 10 | Field Promotions / Special Promotion | Medium Risk |
| 11 | Field workers registration register | Medium Risk |
| 12 | Operating Statement of Area Managers | Medium Risk |
| 13 | Better Performance to Area Manager | Medium Risk |
| 14 | Manual Credit | Medium Risk |
| 15 | Loan to field workers | Medium Risk |
| 16 | Appointment of field workers | Medium Risk |
| 17 | Training of Agents | Medium Risk |
| 18 | Termination of inactive workers | Medium Risk |
| 19 | Attachment /detachment of Sales Managers | Medium Risk |
| 20 | Seating & Allied Facility | Medium Risk |
| 21 | Direct appointment of EOAs | Medium Risk |
| 22 | Reappointment/Reinstatement | Medium Risk |
| 23 | Business figure of Area Manager | Medium Risk |
| 24 | Perks of Area Managers | Medium Risk |
| 25 | Incentive Bonus to Area Manager | Medium Risk |
| 26 | Seating & Allied Facility | Medium Risk |
| 27 | Prize & Awards | Medium Risk |
| 28 | Cash Compensation | Medium Risk |
| 29 | Attachment/ detachment of Sales Managers | Medium Risk |
| 30 | Group Insurance Premium | Medium Risk |
| 31 | Terminated field worker | Medium Risk |
| 32 | Sales Business targets | Medium Risk |
| 33 | Market research/sentiments | Medium Risk |

| | | |
|----|-----------------------------------|-------------|
| 34 | Business acquisition | Medium Risk |
| 35 | Sales techniques | Medium Risk |
| 36 | Sales force recruitment | Medium Risk |
| 37 | Rationalized commission structure | Medium Risk |
| 38 | Lower renewal business focus | Medium Risk |
| 39 | Inadequate sales training | Medium Risk |
| 40 | After sales services | Medium Risk |
| 41 | Inactive sales force | Medium Risk |
| 42 | Policy recycling | Medium Risk |
| 43 | PH disclosures | Medium Risk |

INVESTMENT DEPARTMENT:

| Sr. No. | Control/Universe/Area | Risk Level |
|----------------|--|-------------------|
| 1 | Regulatory compliance/changes | Medium Risk |
| 2 | Updated procedure/user manuals | High Risk |
| 3 | Unskilled Personnel | High Risk |
| 4 | Staff Strength | High Risk |
| 5 | Over reliance on key individuals | High Risk |
| 6 | Succession planning | High Risk |
| 7 | Security price risk | High Risk |
| 8 | Liquidity risk | High Risk |
| 9 | Reinvestment risk | High Risk |
| 10 | Credit risk | Medium Risk |
| 11 | Credit spread risk | Medium Risk |
| 12 | Concentration risk | Medium Risk |
| 13 | Call risk | Medium Risk |
| 14 | Inflationary risk | High Risk |
| 15 | Exchange rate | Low Risk |
| 16 | Taxability | High Risk |
| 17 | Market research | High Risk |
| 18 | Internal Controls | High Risk |
| 19 | Investment Policy | Medium Risk |
| 20 | Inadequate Technology | High Risk |
| 21 | Operational Workflows & Investment Approvals | High Risk |
| 22 | Operational Delays | High Risk |
| 23 | Internal Fraud | High Risk |
| 24 | Conflict of Interest | High Risk |
| 25 | Purchase/subscription of Govt. Bonds from primary market/IPO | Low Risk |

COMPLIANCE DEPARTMENT:

| Sr. No. | Control/Universe/Area | Risk Level |
|----------------|---|-------------------|
| 1 | Regulatory compliance/changes | High Risk |
| 2 | Updated procedure/user manuals | High Risk |
| 3 | Unskilled Personnel | High Risk |
| 4 | Staff Strength | High Risk |
| 5 | Over reliance on key individuals | High Risk |
| 6 | Succession planning | High Risk |
| 7 | Enforcement/Compliance of Board resolutions | High Risk |
| 8 | AML & CFT Compliance | High Risk |

| | | |
|---|--|-----------|
| 9 | Central Bank (Insurance Authority), UAE directives | High Risk |
|---|--|-----------|

RISK MANAGEMENT DEPARTMENT:

| Sr. No. | Control/Universe/Area | Risk Level |
|----------------|----------------------------------|-------------------|
| 1 | Regulatory compliance/changes | High Risk |
| 2 | Updated procedure/user manuals | High Risk |
| 3 | Unskilled Personnel | High Risk |
| 4 | Staff Strength | High Risk |
| 5 | Over reliance on key individuals | High Risk |
| 6 | Succession planning | High Risk |
| 7 | Risk register | High Risk |