



Hiring of Firm for Provision of Management Audit and Consultancy Services

Export Development Fund (EDF) is an autonomous body of the Ministry of Commerce and is administered by Board of Administrators constituted under Export Development Fund Act.

EDF intends to hire services of a Chartered Accountancy Consultancy Firm to assess the current financial and management system, identify gaps and build a new system for financial, administrative, analytical, monitoring and development function with view of scope and mandate of the Fund. The Firm shall also be responsible for doing gap analysis and establish the comprehensive management system consisting of policies and procedures, financial controls, human resource allocation, performance management, hierarchy and communication channel, delegation of powers and responsibilities, grading and compensation slabs, etc. aligned with relevant rules/policies and market dynamics.

Interested firms included in the Category A list of SBP Panel of Auditors and satisfactory QCR rating with ICAP having expertise in providing management audit and consultancy services to public as well as private sector are requested to submit their proposal as per following instructions.

Instructions: -

- ToRs may be obtained from the office of the undersigned free of cost or can be downloaded from EDF's & PPRA's website using links www.edf.gov.pk and www.ppra.org.pk
- EOI prepared in accordance with the terms and condition laid down in TORs including complete profile of the firms, must be submitted **ONLINE** at **PPRA's-EPADS** on or before **5th April, 2024 at 11:00 a.m.**
- **Application received through online (PPRA's-EPADS) shall only be entertained.**
- The Technical Proposals will be opened on the same day at **11:30 a.m.** in the presence of interested bidders or their authorized representatives.
- Late proposals/bids shall not be considered.
- Least Cost Method of selection will be adopted after evaluation of technical bids as per ToRs/PPRA Rules.
- General terms and conditions as mentioned in TORs shall also apply.
- For any further clarification, please contact on the address mentioned below.

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Ministry of Commerce
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**EXPORT DEVELOPMENT FUND
MINISTRY OF COMMERCE
GOVERNMENT OF PAKISTAN**

TERMS OF REFERENCE (TORs)

FOR

**HIRING OF FIRM FOR PROVISION OF MANAGEMENT AUDIT AND CONSULTANCY
SERVICES**



INTRODUCTION:

Export Development Fund (EDF) was established through promulgation of its Act in 1999. As per provisions of the Act, EDF Board has full powers to incur expenditure, approve annual budget, frame rules for administration of the Fund, prescribe procedure for appointment and conditions of service for its officers and servants including disciplinary action and penalties and employ such officers and servants or appoint such experts, consultants or advisers, from time to time, as it may consider necessary for the performance of its functions on such terms and conditions as it may deem fit.

EDF OPERATIONS:

Export Development Fund since its inception has funded around 300+ projects which include mega infrastructure projects, mega international trade events as well as soft training interventions, conducting research studies, hiring of technical experts, services for increasing compliance, branding/marketing etc.

The beneficiaries of the funding include different categories of organizations e.g. exporters associations, chambers of commerce & industry, universities, Government departments, Ministry, International Organizations, UN Bodies etc.

With increased commitment of the Government of Pakistan towards exports growth and as per policy direction under Strategic Trade Policy Framework 2020-25, the organization needs to be revitalized in a manner which can effectively play its role in export development. This renewed focus calls for EDF to develop organizational system that is efficient, effective, transparent, innovative, and maintains effective coordination and outreach with all stakeholders.

OBJECTIVE OF THE ASSIGNMENT

The objective of hiring of Consultancy firm is to assess the current financial and management system, identify gaps and build a new system for financial, administrative, analytical, monitoring and development function with view of scope and mandate of the Fund. The Firm shall also be responsible for doing gap analysis and establish the comprehensive management system consisting of policies and procedures, financial controls, human resource allocation, performance management, hierarchy and communication channel, delegation of powers and responsibilities, grading and compensation slabs, etc. aligned with relevant rules/policies and market dynamics.

Keeping in view above-mentioned facts, EDF intends to hire Consultancy firm which will be responsible for the following deliverables.

SCOPE OF WORK

a) Assessment: Run a quick assessment/evaluation exercise across EDF and similar organizations to develop new functions and value chain.

- i. Run a quick assessment across EDF to assess prevalent rules, functions of the Board/Fund as per provisions of EDF Act, funding level, powers of the Board, its committees & designated staff, current project portfolio, current proposal analysis & project monitoring & evaluation system, financial procedures and controls, status of HR employees.
- ii. Assess other development fund organizations, study all relevant laws/rules (PFMA, EDF, PPRA etc.) and gather input from relevant stakeholders which may be applicable to such



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organization for creating benchmarks and identification of gaps.

- iii. Put forward overall recommendations for improvement and future outlook as per provisions of EDF Act, Strategic Trade Policy Framework 2020-25 and future requirements of export development of Pakistan.

b) Organizational Structure: Review and recommend an appropriate organizational structure in line with the scope of activities, grading/promotion structure, Performance Management system

- i. Review and develop organizational structure in line with provisions of the EDF Act, powers and functions of the Board and its mandate.
- ii. Set up and calibrate all requisite elements of the organizational structure, including but not restricted to, job families, scope, hierarchy levels, reporting channel, job descriptions, evaluation etc..
- iii. HR Rules/Manual, recruitment, promotion, disciplinary procedures, delegation of administrative and financial powers, internal/external communication hierarchy/channel and all other relevant documents.
- iv. Recommend pay-scales (compensation and its banding) for short-term and long-term HR in line with the market in terms of skills, experience, education, responsibility and comparable organizations along with financial budgeting.
- v. Recommend the most optional approach and tools to provide maximum ability for its employees for promotion/growth within the organization.
- vi. Performance management system to be established in EDF with its different components across all grades that takes into account the business and competency requirements of EDF and achievement of overall objective of the organization.

c) Organizational Policies & Procedures: Develop policies, procedures, checklists, contracts and other documentation in line with objective to use best practices for all management functions to bring financial discipline, clarity of role and responsibility, minimize duplication and conflict of interest, transparency, efficient processing and alignment towards original mandate i.e. export development.

- i. Financial Planning and management
- ii. Beneficiary Relationship Management and Execution of Projects
- iii. Proposal Analysis, Monitoring & evaluation of Projects and Audit of Expenditures
- iv. Internal (financial, managerial and administrative) controls
- v. Outreach models
- vi. Controls on Savings, assets etc.

d) Recruitment: Develop a standardized recruitment structure, need-based process and tools for assessment, phased-wise recruitment plan.

- i. Recruitment Policy and Procedures
- ii. Questionnaire and Assessment tools for skills sets
- iii. Develop a Phase-wise Plan for rationalizing HR of the Organization



Rules & Regulations

The firm shall ensure the applicability of all Federal Government rules as well as procedures/regulations for government entities. The firm should also ensure that the developed system, rules, policies, procedures, contracts and other documentation must not be in contradiction/collision with Federal Government Laws/rules/policies/procedures and provisions linked to Autonomous entities.

SELECTION CRITERIA FOR SERVICE PROVIDERS

Bidding Process

Firms/bidders will be selected after an open and transparent bidding process in accordance with Public Procurement Regulatory Authority (PPRA) guidelines. Bidding process shall be carried as per Procurement of Consultancy Services Regulations, 2010 of PPRA as mentioned below:-

- a) The Least cost method as mentioned in the rules shall be adopted in the bidding process.
- b) The bid shall comprise on one sealed Package containing two separate envelopes marked as "TECHNICAL PROPOSAL" & "FINANCIAL PROPOSALS".
- c) Technical and financial proposals shall be submitted by the bidders in compliance with all the requirements laid down in this bidding document.
- d) Bids prepared in accordance with the terms and condition laid down in TORs including complete profile of the firms, must be submitted **ONLINE** on **PPRA's-EPADS** on or before **5th April, 2024 at 11:00 a.m.**
- e) **Application received through online (PPRA-EPADS) shall only be entertained.**
- f) The "TECHNICAL PROPOSAL" will be opened on the same day at **11:30 a.m.** in the presence of interested bidders or their authorized representatives.
- g) The "TECHNICAL PROPOSAL" will be evaluated as per evaluation criteria mentioned in the bidding document.
- h) The "Financial Bids" shall be opened only for the technically qualified bidders and the unopened financial bids shall be returned to technically unqualified bidders.
- i) The firms will be selected on least cost method (lowest price in the financial bid).
- j) The successful firm shall be issued with work order and signing of the contract accordingly.

Eligibility Criteria

The following documents/certificates should become the mandatory requirement for submission of the bid/proposal and shall be submitted by the bidder as integral part of the technical proposal.

1. Certificate of incorporation
2. Is an active tax payer of National Tax (NTN) and General Sales Tax (GST).
3. Is included in the list of SBP Panel of Auditors Category A and have satisfactory QCR rating with ICAP. In case of JV the responsibility of whole activity will be on both parties.



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4. Must produce documentary evidence of tax return for minimum last three (03) years.
5. Must produce documentary evidence as proof of financial stability such as Bank Statement for period of minimum three (03) years.
6. Declaration on stamp paper that the firm /bidder has not been blacklisted by any of Provincial or Federal Government Department, Agency, Organization or Autonomous Body or Private Sector Organization anywhere in Pakistan;
7. Provides documentary proof of similar assignments carried out in last five (5) years such as copies of work orders etc.
8. 2% bid security of the total bid with the Financial bid in favor of the Export Development Fund (EDF)

Note:

Verifiable documentary proof for all above requirements is mandatory. In case of non-provision of any or all of the documents as mentioned above, the firm may be treated as technically disqualified and shall not be eligible for participation in financial bidding process.



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Experience & Skills Required:

- i. The firm must consist of minimum three (03) experts having the requisite experience in the domain of Management/Financial Audit and Development of rules, procedures etc.
- ii. The required experience for experts must be minimum 5 years including 3 years of management/leadership and developing system/module/manuals in public or private sectors.
- iii. The firm should have minimum five (05) accomplished assignments during last five (05) years with the Private/Public Sector/ Government Sector of Pakistan.
- iv. The firm must have developed minimum two (02) System, strategic Functions and Rules for government departments/entities/autonomous bodies etc.
- v. CV/Profiles of at least 3 (three) Senior consultants (as mentioned above) must be submitted with the proposal/bid which will be assigned to the task.
- vi. Must be vigilant and familiar with Relevant Laws, Rules, Esta Code, notifications by Establishment/Finance division and court decisions etc. linked to such matters

EVALUATION CRITERIA

S.NO	Description	Total Marks	Range	Marks
1	Number of Consultants/Experts with at least five-year professional experience (At least 03)	20	03	15
			04-05	18
			Above 05	20
2	Experience of Developing System/Rules/Manuals (At least 05)	20	5	15
			5-7	18
			8 or Above	20
3	Experience of Developing System/Manuals/Rules etc. for Govt departments/entities (At least 2)	20	2	15
			3-4	18
			5 & above	20
4	Number of Consultants/Experts and the experience assigned to the task (At least 03)/ Minimum relevant Experience 5 Years each	20	3/5	15
			Up to 6/10	20



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5	Execution Plan	20	
	Total Marks	100	
	Required Marks for Technical qualification	70	

Financial Bids of only technically qualified bidders will be opened and bidder with the lowest financial proposal will be awarded the tender.

1) Inception meeting and finalization of work plan

Meetings (in person or Zoom) are to be held with EDF at weekly intervals, to discuss the process of conducting the analysis, clarifying the roles and responsibilities and to receive concurrence on assignment direction. Relevant background information will be provided to the consultant during this initial phase.

The final workplan and schedule of deliverables are to be submitted by the consultant within defined dates. The total duration of assignment from Award of Contract to submission of final document shall not exceed 4 Months (120 days).

2) Deliverables

The consultant shall deliver the following:

- Diagnostics report and Detailed Work Plan (15%)
- Proposed HR Structure with Phase-Wise Recruitment Plan (15%)
- Comprehensive policies, procedures, manuals, contracts, guidelines with all the relevant forms and documents (60%)
- Hierarchical Reform, Recruitment Procedure and Assessment Tools (10%)

3) General Conditions

- All work by the firm should be carried out collaboratively with the POC of EDF. The payments will be made on approval of the report by EDF as satisfactory.
- An Agreement shall be drawn between EDF and the firm, before the commencement of the Consultancy service
- All the data, documents and reports produced by the /firm for the said services shall be the property of EDF.
- The firm shall not share and use any data, document and reports for any other purpose



without the explicit written approval of the Client.

4) Payment Terms

Payment under the contract will be output based and will be made upon satisfactory completion of each of the deliverables as agreed in the contract terms duly verified by EDF.

5) Duration of assignment

The total level of effort for this assignment is 4 months.

6) Submission of Proposals

The eligible firms are requested to submit their proposal along with relevant documents as per Single Stage Two Envelope procedure of PPRA rules clearly stating “Technical Proposal” on one envelope and “Financial Proposal” on other envelope must reach EDF office as per deadline provided in the advertisement.
