**KARANDAAZ PAKISTAN**

**Request for Proposal**

31 August, 2017

**SECTION 1. LETTER OF INVITATION**

RFP no. 31

30 Aug. 17, Islamabad

1. The purpose of this RFP is to solicit bids from companies interested in providing **PMO Services for the digitization of CDNS & Need analysis of IT infrastructure at National Savings**. The RFP is designed to assess whether organizations are able to provide the services required, and through a competitive and fair assessment, select a winning vendor for a goods and services year-long contract.
2. Karandaaz Pakistan invites sealed proposals from interested and eligible organizations. More details on the Services required are provided in the Terms of Reference (Section 4 of RFP).
3. The company will be selected under open competitive procedures, in accordance with the procurement policies and procedures of Karandaaz Pakistan.
4. The full RFP is available at [**www.karandaaz.com.pk**](http://www.karandaaz.com.pk).
5. Both financial and technical proposals must be submitted before 12:00 noon Pakistan Standard Time on 22 September, 2017. Offerors must prepare four hard copies of the technical proposal and one hard copy of the cost proposals, and submit in separate **sealed** envelopes to the attention of ‘The Procurement Department’ 1-E, Ali Plaza, D Chowk, Mezzanine Floor, Naziumudin Road, Blue Area, Islamabad

Yours sincerely,

**The Procurement Department**

Karandaaz Pakistan

**SECTION 2. INSTRUCTIONS TO FIRMS**

**A. General**

1. **Scope of Proposal**

Karandaaz Pakistan issues this Request for Proposal (RFP) for the following services:

“**PMO Services for the digitization of National Savings& Need analysis of IT infrastructure at National Savings**.”

Throughout this RFP:

1. The term “in writing” means communicated in written form (e.g., by mail, e-mail, fax)
2. “Day” means calendar day
3. **Fraud and Corruption**

Firms shall comply with Karandaaz Pakistan’s policy regarding fraud and corruption given in Section 3 of the RFP.

1. **Eligibility**

Karandaaz Pakistan may specify certain minimum qualification criteria in the Terms of Reference e.g. minimum years of relevant experience.

The firm has an obligation to disclose to Karandaaz Pakistan any situation of actual or potential conflict that impacts its capacity to serve Karandaaz Pakistan’s best interests. Failure to disclose such situations may lead to the disqualification of the firm or the termination of its Contract. Karandaaz Pakistan’s policy with regard to conflict of interest is given Section 3 of the RFP.

Firms shall provide such evidence of their continued eligibility satisfactory to Karandaaz Pakistan, upon request.

1. **One Proposal Per Firm**

Each firm shall submit only one proposal, either individually or as a partner in a joint venture. A firm that submits or participates in more than one proposal shall cause all the proposals with the firm’s participation to be disqualified. However, this does not limit the participation of subcontractors and individual experts in more than one proposal.

1. **Cost of Preparation of Proposal**

The firm shall bear all costs associated with the preparation and submission of its proposal. Karandaaz Pakistan shall not be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.

**B. Request for Proposal**

1. **Contents of the RFP**

The RFP includes the documents listed below and any Addendum issued in pursuant to point 8 of this section ‘Amendment of RFP’.

Section 1 - Letter of Invitation

Section 2 - Instructions to firms

Section 3 – Procurement Policy – vendor conduct

Section 4 - Terms of Reference

Annexure A – Proposal Submission Form

1. **Clarification of RFP**

All questions and/or clarifications regarding this RFP must be submitted via email to Procurement@karandaaz.com.pk no later than 5:00PM local time on September 14, 2017. All correspondence and/or inquiries regarding this solicitation must reference the RFP number. No phone calls or in-person inquiries will be entertained; all questions and inquiries must be in writing

Questions and requests for clarification—and the responses thereto—will be circulated to all RFP recipients who have indicated an interest in bidding by 5:00PM on September 18, 2017.

Only the written answers will be considered official and carry weight in the RFP process and subsequent evaluation. Any verbal information received from a Karandaaz employee or other entity should not be considered as an official response to any questions regarding this RFP.

1. **Amendment of RFP**

At any time prior to the deadline for submission of bids, Karandaaz Pakistan may amend the RFP by issuing an Addendum.

Any Addendum issued shall be part of the RFP and will be communicated via the Karandaaz Pakistan website. Firms are advised to monitor the site for updates.

To give prospective firms reasonable time in which to take an Addendum into account in preparing their bids, Karandaaz Pakistan may, at its discretion, extend the deadline for the submission of bids, pursuant to point 17 ‘Deadline for Submission of Proposals’ of this section.

**C. Preparation and Submission of Proposals**

1. **Language of proposal**

All documents relating to the proposal shall be written in the English language.

1. **Documents Comprising the Proposal**

The proposal shall consist of the following:

1. Technical proposal consisting of the following;
2. Firm’s organization and experience;
3. Comments and suggestions on the terms of reference, counterpart staff, and facilities to be provided by the client;
4. Description of approach, methodology, and work plan in responding to the terms of reference;
5. Examples of past experience
6. Work schedule and planning for deliverables; and
7. Team composition, assignment, and key experts’ inputs and Curriculum vitae (CV).
8. Financial proposal
9. **Currencies of Bid and Payment**

Firms may express the price only in PKR.

1. **Proposal Validity**

Proposal shall remain valid for ninety (90) days after the proposal submission deadline date established by Karandaaz Pakistan. A proposal valid for a shorter period shall be rejected as non-responsive.

In exceptional circumstances, prior to the expiration of the proposal validity period, Karandaaz Pakistan may request all firms who submitted their proposals to extend the period of validity of their proposal for a specified additional period. The request and the responses shall be made in writing. If the firm agrees to extend the validity of its proposal, it shall be done without any change in the original proposal and with the confirmation of the availability of the key experts. The firm has the right to refuse to extend the validity of its proposal in which case such proposal will not be further evaluated.

If any of the Key Experts become unavailable for the extended validity period, the firm shall provide a written adequate justification and evidence satisfactory to the Client together with the substitution request. In such case, a replacement Key Expert shall have equal or better qualifications and experience than those of the originally proposed Key Expert. The technical evaluation score, however, will remain to be based on the evaluation of the CV of the original Key Expert.

If the firm fails to provide a replacement Key Expert with equal or better qualifications, or if the provided reasons for the replacement or justification are unacceptable to the Client, such Proposal will be rejected.

1. **Proposal Security**

In this procurement, a proposal security is not required.

1. **Alternative Proposals**

Alternative proposals shall not be considered.

1. **Format, Signing, and Submission of Proposals of Proposal**

The firm shall prepare and email a scanned copy of the documents comprising the Proposal as described in point 10 on official company letterhead. Each document shall be signed by a person duly authorized to sign on behalf of the firm. All pages of the proposal shall be initialled by the person or persons signing the proposal.

Both financial and technical proposals must be submitted before 12:00 noon Pakistan Standard Time on September 22, 2017. Offerors must prepare four hard copies of the technical proposal and one hard copy of the cost proposals, and submit in separate **sealed** envelopes to the attention of ‘The Procurement Department’ 1-E, Ali Plaza, D Chowk, Mezzanine Floor, Naziumudin Road, Blue Area, Islamabad.

The proposal should also be sent to the following email address: [**procurement@karandaaz.com.pk**](mailto:procurement@karandaaz.com.pk) with the subject line: Responding to RFP for “**PMO Services for the digitization of National Savings & Need analysis of IT infrastructure at National Savings**”.

The Proposal shall contain no alterations or additions, except those to comply with instructions issued by Karandaaz Pakistan, or as necessary to correct errors made by the firm, in which case such corrections shall be initialled by the person or persons signing the Proposal.

1. **Deadline for Submission of Proposals**

Proposals must be received by Karandaaz Pakistan no later than 12:00 noon Pakistan Standard Time on September 22, 2017.

Karandaaz Pakistan may extend the deadline for submission of proposals by issuing an amendment in accordance with point 8 ‘Amendment of RFP’, in which case all rights and obligations of Karandaaz Pakistan and the firms previously subject to the original deadline shall then be subject to the new deadline.

1. **Late Proposals**

Any Proposal received late by Karandaaz Pakistan will be considered only at the discretion of the evaluation team.

1. **Withdrawal, Substitution, and Modification of Proposals**

Firms may withdraw, substitute or modify their proposals by giving notice in writing before the deadline for submission of proposals prescribed in point 16 ‘Deadline for Submission of Proposal’ of this section.

Each firm’s withdrawal, substitution or modification notice shall be prepared, sealed, marked, and delivered in accordance with point 15 ‘Format, Signing, and Submission of Proposals of Proposal’, with the subject line as: Responding to RFP for “PMO Services for the digitization of National Savings & Need analysis of IT infrastructure at National Savings- “WITHDRAWAL,” SUBSTITUTION” or “MODIFICATION” as appropriate. No Proposal may be substituted or modified after the deadline for submission of proposals.

**E. Proposal Opening and Evaluation**

1. **Proposal Opening**

Karandaaz Pakistan shall open the proposals, including modifications made pursuant to point 18, on the business day following the deadline, as per point 16.

1. **Confidentiality**

Information relating to the examination, evaluation, comparison, and post-qualification of proposals, and recommendation of contract award, shall not be disclosed to firms or any other persons not officially concerned with such process until publication of the contract award. Any effort by a firm to influence Karandaaz Pakistan in the examination, evaluation, comparison, and post-qualification of the Proposals or contract award decisions may result in the rejection of its Bid. Notwithstanding the above, from the time of proposal opening to the time of contract award, if any firm wishes to contact Karandaaz Pakistan on any matter related to the bidding process, it should do so in writing at the address indicated in point 7 ‘Clarification of RFP’.

1. **Clarification of Bids**

To assist in the examination, evaluation, and comparison of proposals, Karandaaz Pakistan may, at its discretion, ask any firm for clarification of the firm’s proposal. The request for clarification and the response shall be in writing, but no change in the price or substance of the proposal shall be sought, offered, or permitted except as required to confirm the correction of arithmetic errors discovered by Karandaaz Pakistan in the evaluation of the proposals in accordance with point 25 ‘Correction of Errors’.

1. **Preliminary Examination of Proposals**

Prior to the detailed evaluation of proposals, Karandaaz Pakistan shall first review each Proposal and check the power of attorney or any other form demonstrating that the representative has been duly authorized to sign the proposal, initialization of all pages, etc.

1. **Determination of Firm’s Eligibility and Qualifications**

Then Karandaaz Pakistan shall determine whether the firm meets the eligibility and qualification requirements of the bidding documents. Firms failing to comply with the eligibility criteria indicated in point 3 ‘Eligibility’ shall be disqualified.

Further, Karandaaz Pakistan shall determine whether the proposal is substantially responsive to the requirements of the bidding documents.

Karandaaz Pakistan’s determination of a proposal’s responsiveness is to be based on the contents of the proposal itself. A substantially responsive proposal is one, which conforms to all the terms, conditions, and specifications of the RFP, without material deviation or reservation. A material deviation or reservation is one (a) which affects in any substantial way the scope, quality, or performance of the service; (b) which limits in any substantial way, inconsistent with the RFP, Karandaaz Pakistan’s rights or firm’s obligations under the contract; or (c) whose rectification would affect unfairly the competitive position of other firms presenting substantially responsive Proposals.

1. **Evaluation of Technical Proposal**

Karandaaz Pakistan shall evaluate the technical aspects of the proposals received, applying the evaluation criteria specified in this point. Each proposal that is not rejected for reasons stated in these Instructions will be given a technical score.

The evaluation criteria, relevant sub-criteria, and point system to be used to evaluate the Technical Proposals shall be:

Technical Proposal (100% of total score)

Competencies of Firm (50%)

Firm Experience (30%)

Personnel (20%)

Minimum qualifying criteria for a firm to be considered is to score more than 50% in technical proposal

1. **Correction of Errors**

Proposals determined to be substantially responsive shall be checked by Karandaaz Pakistan for any arithmetic errors. Errors shall be corrected by Karandaaz Pakistan as follows:

Where there is a discrepancy between the amounts in figures and in words, the amount in words shall govern.

The amount stated in the proposal shall be adjusted by Karandaaz Pakistan in accordance with the above procedure for the correction of errors and, with the concurrence of the firm, shall be considered as binding upon the firm. If the firm does not accept the corrected amount, the proposal shall be rejected.

1. **Currency for Price Evaluation**

For evaluation and comparison purposes, Kaandaaz Pakitan shall convert all proposal prices expressed in US Dollars into an equivalent amount in PKR, using the selling exchange rates established by the State Bank of Pakistan on the date of proposal opening specified in point 19 ‘Proposal Opening’.

1. **Evaluation of Proposal Price and ranking :**

Cost proposals submitted will be evaluated according to price reasonableness determination under full and open competition and known market conditions.

Evaluation of the cost proposal will consider, but will not be limited to, the following:

* Cost reasonableness;
* Consistency with the technical proposal;

**F. Award of Contract**

1. **Award Criteria**

Subject to 31 below, Karandaaz Pakistan shall award the contract to the firm whose proposal has been determined to be substantially responsive to the RFP and which has the highest technical score, provided that such firm has been determined to be eligible in accordance with point 3.

1. **Karandaaz Pakistan’s right to accept Any proposal and to reject any or all proposals**

Notwithstanding point 28 above, Karandaaz Pakistan reserves the right to accept or reject any proposal, and to cancel the bidding process and reject all bids, at any time prior to the award of contract, without thereby incurring any liability to the affected firm or firms or any obligation to inform the affected firm or firms of the grounds for Karandaaz Pakistan’s action.

1. **Notification of Award and Signing of Agreement**

The firm whose Proposal has been accepted shall be notified of the award by Karandaaz Pakistan prior to expiration of the proposal validity period in writing. This letter (hereinafter and in the contract called the “Letter of Acceptance”) shall state the sum that Karandaaz Pakistan shall pay the contractor in consideration of the services as prescribed by the contract.

The Agreement shall incorporate all agreements between Karandaaz Pakistan and the successful firm. It shall be signed by Karandaaz Pakistan and sent to the successful firm, within seven (7) days following the Letter of Acceptance’s date. Within seven (7) days of receipt, the successful firm shall sign the Form of Agreement and deliver it to Karandaaz Pakistan.

Karandaaz Pakistan will also promptly notify in writing each unsuccessful firm. After publication of the award, unsuccessful firms may request in writing to Karandaaz Pakistan seeking explanations of the grounds on which their Proposals were not selected. Also, Karandaaz Pakistan shall entertain a complaint from any firm that claims to have suffered or that may suffer, loss or injury due to a breach of a duty by the company in the conduct of this bidding process. Such requests shall be addressed and delivered in writing to:

Karandaaz Pakistan

Attention: Chief Executive Officer

Re: “PMO Services for the digitization of National savings & Need analysis of IT infrastructure at National Savings.”

1 E, Ali Plaza, Nazimuddin Road, D-Chowk, Islamabad

Any requests via email seeking this explanation will not be answered.

**SECTION 3. PROCUREMENT POLICY – VENDOR CONDUCT**

1. **Corrupt or fraudulent practices**

Bidders, suppliers, contractors and their agents (whether declared or not), sub-contractors, sub-consultants, firms or suppliers, and any personnel thereof, shall observe the highest standard of ethics during the procurement and execution of contracts.

Karandaaz Pakistan shall not award contract if it is determined that the bidder, or any of its personnel, or its agents, or its sub-consultants, sub-contractors, firms, suppliers and/or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question. As part of bidding/ solicitation documents, Karandaaz Pakistan will seek declaration of ‘Non collusive non corrupt practices’ from each bidder. Format for such declaration is prescribed in section 3 of the standard bidding document. In pursuance of this policy, following terms are defined as follows:

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;
2. “Fraudulent practice” is any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation;
3. “Collusive practice” is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;
4. “Coercive practice” 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;
5. “Obstructive practice” is deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation.
6. **Avoidance of conflict of interest**

Any firm participating in the procurement process should disclose any actual or perceived conflict of interest situation/condition. Any firm found to have a conflict of interest shall be ineligible for award of a contract.

A firm shall be considered to have a conflict of interest in a procurement process if:

1. Such firm is providing goods, works, or non-consulting services resulting from or directly related to consulting services for the preparation or implementation of a project that it provided or were provided by any affiliate that directly or indirectly controls, is controlled by, or is under common control with that firm; or
2. Such firm submits more than one bid, either individually or as a joint venture partner in another bid, except for permitted alternative bids. This will result in the disqualification of all bids in which the bidder is involved. However, this does not limit the inclusion of a firm as a sub-contractor in more than one bid. Only for certain types of procurement, the participation of a bidder as a sub-contractor in another bid may be permitted subject to the company’s no objection and as allowed by the standard bidding documents applicable to such types of procurement; or
3. Such firm (including its personnel) has a close business or family relationship with a professional staff of the company who: (i) are directly or indirectly involved in the preparation of the bidding documents or specifications of the contract, and/or the bid evaluation process of such contract; or (ii) would be involved in the implementation or supervision of such contract unless the conflict stemming from such relationship has been resolved in a manner acceptable to the company throughout the procurement process and execution of the contract; or
4. Such firm does not comply with any other conflict of interest situation as specified in the standard bidding documents relevant to the specific procurement process.
5. **Duty of care**

The supplier in performance of services for Karandaaz Pakistan shall exercise duty of care. Duty of care holds the supplier responsible for the safety and well-being of its personnel and any third party affected by its activities.

**SECTION 4. TERMS OF REFERENCE**

**Thematic Area**:

**Project Title: PMO Services for the digitization of national savings & Need analysis of IT infrastructure at National Savings**

**Expected Start Date:** October, 2017

**End Date:**  Jan 2018

**Task Manager:**  Innovation Lead, DFS

**About Karandaaz Pakistan**

KARANDAAZ PAKISTAN, a private company established in August 2014, promotes access to finance for small businesses through a commercially directed investment platform, and financial inclusion for individuals by employing technology enabled digital solutions. The Company has financial and institutional support from leading international development finance institutions; principally the United Kingdom Department for International Development (UKAid) and the Bill & Melinda Gates Foundation. The Consultative Group to Assist the Poor (CGAP), a member of the World Bank Group, provides technical support to Karandaaz Pakistan.

Karandaaz Pakistan has three core work streams:

1. **Corporate Investment and Credit (CIC)** focuses on providing credit and capital to high impact small and medium-size businesses, and business models that have potential to generate sustainable employment and offer attractive risk-adjusted financial returns.
2. **Digital Financial Services (DFS)** focuses on expanding the poor’s access to digital financial services in Pakistan by working across the ecosystem of local actors – policy-makers, regulators, government departments, businesses, researchers and academics. The DFS Unit facilitates digitization of government and other payment streams, encourages experimentation with businesses, and provides support to innovative DFS start-ups.
3. **Knowledge Management and Communications** focuses developing and communicating credible data to inform the core themes of the Company, including DFS innovation, women’s empowerment and youth employment.

This work will fall under the Knowledge Management and Communications department.

**About the Project**

Karandaaz in partnership with National Savings is working to implement digitization strategy. The aim is to digitize National Savings in order to trigger nationwide increase in Financial Inclusion.

**Scope of Work**

**Scope of work for PMO Services for the digitization of CDNS:**

* + Understand the business requirements from relevant wings & departments within National Savings Organization regarding their plans to digitize their products and improve customer services.
  + Clearly articulate the different sub-projects which will be part of the overall digitization strategy.
  + Provide advisory to NSO management regarding revamp of existing processes and articulation of new products and processes
  + Prepare a document detailing the deliverables of the upgradation project at NSO and drafting of the end state of the project
  + Prepare a plan of implementation and integration of ADC systems with upgraded banking system at NSO with clearly defined timelines and efforts required
  + Draft a financial budgeting plan laying down timelines for utilization of Karandaaz funds at CDNS and also the portion of project which will be funded by NSO from its own budgets.
  + Provide advisory to management of National Savings on outlining an operational plan which covers placement of resources for managing the operations of new products and services
  + Work closely on daily basis with the project teams based in NSO and on need basis review and provide input on key deliverables related to the project
  + Provide assistance to the management of NSO regarding the upgradation of core banking system at NSO and advice on measures to be taken by the management throughout the lifecycle of the implementation
  + Develop robust parameters for ensuring a competitive bidding of ADC systems at NSO assisting in the development of evaluation criteria.
  + Draft Terms of References and Scope of Work in line with the relevant/applicable laws & policies, to engage with partners for implementation and integration of ADC systems.
  + Prepare bidding documents for the procurement of ADC systems using appropriate knowledge of the core banking system project at NSO
  + Assist and support the procurement committee at Karandaaz Pakistan and NSO in the evaluation of proposals
  + Assist and support implementation partners in preparing and executing project/work plans and other project related documentation
  + Assist and support NSO banking system upgradation partners for the effective integration of ADC systems by working in close coordination with the team
  + Reporting on upgradation project of NSO core banking system to the steering committee of the project
  + Keep effective communication around the project status across the organization
  + Align procurement cycle of ADC systems at Karandaaz with the Project implementation cycle for smooth on-boarding of vendor and implementation of the project
  + Ensure success of the project through coordinating the interaction between core banking upgradation team and ADC implementation team
  + **2: Monitoring of the Project and Advisory to Director General NSO**
  + Advisory to Director General CDNS on Digitization Project Implementation and coordinate with other Project Managers for the projects related and critical for the success of Digitization Project
  + Implementation oversight, Monitoring of Project Implementation and Gap Identification including the related projects
  + Highlight and Escalate critical shortfalls in the project and the related projects
  + Internal documentation and drafting for information dissemination within the organization and outside, particularly to the Finance Division
  + Perform Secretarial function for the digitization project

**Scope of work for Need analysis of IT infrastructure at National Savings:**

The consultant will review the current Information Technology and Systems landscape in CDNS and all its branches across Pakistan and develop a strategy and a detailed roadmap for modernizing the IT infrastructure and Systems to achieve the business objectives highlighted in the recent preliminary business strategy made by CDNS. In this context the assignment will cover:

* 1. Review of the current IT infrastructure of CDNS including LAN, WAN, data center strategy, enterprise computing environment, overall systems architecture (enterprise architecture) etc.
  2. All relevant business applications, e.g., Core Banking Systems (CBS), financial management systems/ ERP etc.
  3. Alternate delivery channels including internet and mobile banking, phone banking, debit/ credit card management, etc. interfaced or to be interfaced with core banking.
  4. Business Intelligence and data warehousing, CRM, etc.
  5. Review of Middleware and database management software in use.
  6. Review of the existing Information security systems and tools.
  7. Review of the existing Business Continuity and Disaster Recovery strategy.
  8. Review of the existing status of System integration across different applications.
  9. Review of the existing IT organization & sourcing strategy.

1. Deliverables

The consultant will provide the following deliverables in English in two phases to the CDNS

Phase – I

* 1. An inception report with proposed work plan, templates of the intermediate and final reports, list of people the consultant proposes to meet, plans for the consultation process, and a detailed project plan with costing, technical assessment report and timelines.
  2. Detailed assessment report of the current IT infrastructure, IT organization, IT Security and Systems landscape of CDNS.

2.3 Develop technical requirements for end-to-end automation and necessary technical requirements to acquire software and hardware.

Phase – II

2.4 Prepare an IT strategy for CDNS in-line with its overall business strategy and a detailed systems implementation plan with costing of software, hardware, resources and training.

2.5 Propose an IT organization structure & a sourcing strategy in-line with international best practices. This will include skills assessment of current IT resources and a proposal to augment any resource gap.

2.6 Develop a comprehensive IT Governance Framework, Information Security Strategy and an implementation plan for CDNS.

2.7 Propose a capacity building and training plan for the IT team to undertake this ambitious automation project

2.8 Prepare detailed bid packages for acquiring proposed software, hardware and consultancy services

**Timeline**

**Timeline for PMO Services for the digitization of CDNS:**

|  |  |
| --- | --- |
| **Deliverable** | **Timeline (expected date of milestone)** |
| Inception Report of the Project | 10 days after on-boarding |
| Product Document | After 1 Months: Operational Plan for the roll out of new Products |
| Project Tracker | A project progress tracker to be shared on Fortnightly basis |
| Project End State Report | After 1 Months: End state project draft report |
| Financial Plan | After 1 Month: Budgeting Plan laying down Karandaaz Utilization of Funds |
| Final Report | Completion report at the end of the project |
| RFP for ADCs | Produce RFP(s) and ensure partner on-boarding on time |
| Stability Testing Report | Produce stability testing report of the upgraded core banking system |
| ADC Integration Testing Report | Produce post implementation report after stability testing |
| Steering Committee Presentations | Project progress updates for each Steering Committee Meeting |
| Project Terminal Report | Terminal report at the end of the project stating key learnings |

**Timeline for Need analysis of IT infrastructure at National Savings:**

|  |  |
| --- | --- |
| Milestone | Timeline (expected date of milestone) |
| Contract inception, delivery of inception report | Two weeks after the contract award and signing |
| Delivery of reports for tasks described in 2.1 & 2.2 of Terms | Month 1 after beginning of assignment |
| Delivery of reports for tasks described in 2.3, 2.4, 2.5 of Terms | Month 2 |
| Delivery of reports as described in 2.6, 2.7 & 2.8 of terms | Month 3 |
| TOTAL | Three (03) months |

**Qualifications**

The Consulting firm/team will have the following experience and skills:

* Proven track record in the assessment and implementation of standard banking processes, alternative delivery channels and supporting banking tools
* Thorough understanding of the local IT & banking industry including various service providers will be a plus. If necessary the consultant can partner with other firms in undertaking this assignment.
* Proven track record in the assessment and development of a comprehensive IT strategy and Systems implementation plan for large banks with a network of at least 200+ branches.
* Proven experience in implementation of IT systems in commercial banks – core banking, alternate delivery channels, customer help desk systems, etc.
* International experience and be familiarity with financial systems and banking practices in similar environments.
* Experience in developing business strategy for financial institutions is preferred.
* Proven track record in the customization of international best banking practice for clients in developing countries and good skills in identifying and evaluating capacity building needs.
* The Consulting firm will assign a project manager / team leader to coordinate the required work both at CDNS and its branches across the country. The team leader will have minimum ten years of bank management experience, particularly in standard banking systems and processes.
* The individual experts will have minimum ten years of experience in relevant areas including banking systems, implementation of alternative delivery channels and project management.

**Ownership/Control of Work and Product/Publication**

The ownership of all copyright and other intellectual property rights in respect of any data compilations, research, spreadsheets, graphs, reports, diagrams, designs, work products, software, or any other documents, developed in connection with this Contract will exclusively vest in and remain with Karandaaz which shall have all proprietary rights therein, notwithstanding that the Contractor or its employees may be the author of the intellectual property. All documents relating to the intellectual property or otherwise connected with this Contract, the services, or duties must be returned or delivered to Karandaaz at the time of the expiration or termination of this Contract. The Contractor agrees not to publish or make use of any of the intellectual property, or documents relating thereto, without the prior written approval of Karandaaz, and where approval is granted, without proper attribution to Karandaaz.

**Task Manager/Reporting**

**Reporting Line: Director DFS**

**Location: Islamabad**

**Duration: 1 Year to 18 Months**

**Project: PMO Services for the digitization of National Savings& Need analysis of IT infrastructure at National Savings.**

**Payment**

Karandaaz will pay the Contractor’s invoice within thirty (30) business days after a) Karandaaz’ approval of the Contractor’s Deliverables, or b) Karandaaz’ receipt of the Contractor’s invoice, whichever is later. Payment will be made in PKR on USD, as agreed, to the account specified in the Contractor’s invoice.

**PROPOSAL SUBMISSION FORM**

Dear Sir/Madam,

Having examined the Solicitation Documents, the receipt of which is hereby duly acknowledged, “THE FIRM NAME” undersigned, offer to provide consulting for “INSERT REFERENCE NUMBER” to Karandaaz Pakistan in accordance with the Price Schedule attached herewith and made part of this proposal. “THE FIRM NAME” undertake, if our proposal is accepted, to commence and complete delivery of all services specified in the contract within the time frame stipulated.

“THE FIRM NAME” agree to abide by this proposal for a period of 90 days from date fixed for opening of proposal in the invitation for proposal, and it shall remain binding upon us and may be accepted at any time before the expiration of that period.

We understand that you are not bound to accept any proposal you may receive.

Dated: this------day of -------2017

**Name, Designation and Signature of the “firm Representative”**