

Points requiring clarifications in relation to the Request for Proposal No. **69** “**SME Partner Capacity Building**”

S#	Clarification/ Information Required	Comments
1	As per the RFP, we want to confirm that do we need to assess the 4 companies defined in the RFP? And perform all the three phases for all the companies? Further, is there any chance of other companies to be included in the portfolio?	At this stage four (4) companies are listed in the RFP. There is a possibility of inclusion of more companies in the portfolio going forward in line with direct investments mandate of Karandaaz.
2	Kindly elaborate the extent of the scope of the engagement e.g. do we need to visit all the administrative offices and/or plant sites for review and assessment or will it be possible at a single head office/administrative office of each company?	Given the nature of assignment we would expect visit these sites to engage with the relevant stakeholders in the portfolio companies for the assignment. The finance function is housed in the following locations at the head offices: Excel Labs, Islamabad Wahdat Poultry Farms, Islamabad HAC Agri, Lahore NRSP APC, Lahore (Expected)
3	Kindly define number of locations/offices to be visited to carry the Phase II activities. Especially for the Financial Management activities.	The head offices of each organization have been listed in the RFP wherein the finance function is based. Site visit(s) will be required to these locations. Similarly, plant sites of each organization have also been stipulated in the RFP.
4	Following information for each organization i. No. of locations and approx. number of transactions for book keeping for each company, ii. No. of staff of each company Number, nature and extent of tax matters	The size of economic activities, P&L, and Balance Sheet of each organization can be estimated based on the medium sized scale of the firm as per the IFC criteria.

		<p>The finance function is housed in the following locations at the head offices:</p> <p>Excel Labs, Islamabad</p> <p>Wahdat Poultry Farms, Islamabad</p> <p>HAC Agri, Lahore</p> <p>NRSP APC, Lahore (Expected)</p> <p>The number of employees in each of the organization range from 100 – 300.</p> <p>The nature and extent of tax matters would be in line with most medium sized companies operating in the company. At this stage we will not be disclosing entire details of tax issues.</p>
5	<p>On Page 14, you have mentioned HAC Agri Ltd, Excel Lab, Wahadat Poultry and NRSP as your Partners – is it right or there are any others as well who are to be addressed as well !? The expression “earlier “used in the line below is cause for this query - Please clarify!</p>	<p>At this stage four (4) companies are listed in the RFP. There is a possibility of inclusion of more companies in the portfolio going forward in line with direct investments mandate of Karandaaz.</p>
6	<p>Can you roughly give the number of staff at different tiers say five from top to support staff at the bottom.</p>	<p>The number of employees in each of the organization range from 100 – 300.</p>
7	<p>Can you share maximum budget limit for this year long process consulting exercise requiring high professional expertise, skills and commitment from the Consulting Team!?</p>	<p>Budget cannot be shared as per Karandaaz procurement policy.</p>

	Which at times is done in this natured assignment to be fair to earnest bidders.	
8	As XMass holidays and new year holidays are coming, can there be a change in the start-up date?	This may be considered.
9	Allocation of experience marks between General experience & Specific experience related to this assignment is not clear in RFP.	Refer to section 24 and 25 of the RFP.
10	Credentials of Personnel / Project team is not mentioned in the RFP. Can you please specify the minimum qualification & experience of Project team.	Given the nature of the assignment, the bidders are expected to make an assessment as to the experience and expertise of the engagement team to successfully execute project. However, we foresee Manager/Snr Manager to be actively managing/undertaking each phase along with review and feedback from the engagement Partner(s).
11	The RFP states that the project Expected Start Date is Dec 2019 and End date is Dec 2020 – a total of 13 months. However, in the detailed TORs, it states that Phase 1 – Diagnostic Assessment will be completed in one month, Phase II – Implementation Support will be completed in six months and Phase III- Monitoring will continue for a period of 12 months. In total this comes to 19 Months. The period of the Consultancy needs to be clarified.	The stipulated time periods of each phase have been estimated at this stage. The total timeline will come to 19 months, however, it is important to note that Phase III only requires quarterly reviews by the consultant.
12	It is not clear that four mentioned organization either fall into definition of Micro , Small size entities or Medium size entities. Can you please clarify size of entities?. It would help us to ascertain the level of work involved in each mentioned phase of SOW.	The specified portfolio companies would be classified as medium-sized entities as per the specified IFC criteria.
13	SOW requires to develop projections for 7 years. Can you please share latest financial statements of mentioned entities	Financial Statements are confidential and cannot be shared at this stage. An estimation about the SOW can be based on

	to ascertain the revenue, cost and other balance sheet heads reported in latest financial statements.	the fact qualify as a medium-sized entities as per the IFC criteria.
14	SOW required to provide assistance in bookkeeping. Can you please advise the Accounting Software is being used by the mentioned entities. It would help us to devise engagement methodology and price estimation	Sidat Hyder FINANCIALS, Vision Plus
15	SOW required to provide assistance in payroll. Can you please advise the no of total employee on each entity payroll so we can evaluate the volume of payroll for price estimation.	The number of employees in all cadres range between 100 – 300 for each organization.
16	It is suggested that the Consultancy Contract may be awarded separately for each of the invested company (I.e. HAC Agri Ltd, Excel Labs, What Poultry Farms and NRSP Agriculture Processing Company. This approach will have multiple benefits for Karandaaz, investee companies and consultant firms. For example, lessons learnt from one consulting firm can be utilized by Karandaaz to guide other consulting firms. Another example can be if one consulting firm is not performing, the contract can be cancelled and the work can be allocated to other consulting firm.	The assignment has designed in manner keeping view the benefit from a synergistic approach, SME development mandate of the organization, and a portfolio lens.
17	It is also possible that a consulting firm has lower financial proposal for one investee company but higher financial proposal for another investee company.	We would expect the bidder to submit the same financial proposal for all entities as all qualify as medium sized entities.
18	Is there an expectation that full time staff be required for Phase II: Implementation Support for six months?	In Phase II, there will be requirement for staff to be embedded in the portfolio company till capacity development initiatives have been completed.

19	What is the expectation in terms of profile of staff deputed at the businesses? Is there a minimum qualification and experience required?	Given the nature of the assignment, the bidders are expected to make an assessment as to the experience and expertise of the engagement team to successfully execute project. However, we foresee Manager(s)/Snr Manager(s) to be actively managing/undertaking each phase along with review and feedback from the engagement Partner(s).
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