

**Points requiring clarifications in relation to the EOI-15 SECP Digital Transformation Program (LEAP)**

<b>S#</b>	<b>Clarification/ Information Required</b>	<b>Comments</b>
1	Are we required to developed To Be processes for the all 250+ processes and will the project entail the digitization of all 250+ process. Or is the aim of digitizing the 25-30 most critical high impact journeys?	No. The current 250 processes have duplication and redundant steps which need to re-engineered. The final expected count is much less than 250. The to-be-processes may actually end up being 100 to 150 however the final number will only be known after the process re-engineering exercise. The aim is to automate all processes after re-engineering e.g. there are 25 licensing processes for all kinds of entities; the to-be process may only be one licensing process with slightly increased complexity.
2	In case the transformation of the process/journey requires regulatory or legal change, will SECP amend laws and regulations? Or should the processes be refined based on existing laws and regulations?	There is no requirement to confine the transformation on existing laws and regulations.  If there is a need to amend existing laws and regulations then SECP will do so based on robust justification.
3	In case law or regulation changes are needed and SECP does not have the capacity to draft, can Karandaaz contract with the law firm to draft legal/regulatory changes?	SECP's in-house counsel will be the first of point contact for drafting any law or regulation changes. If they deem fit, external counsel may be engaged.  Drafting of new laws/regulations is out of scope for the Consultant.
4	If we are sub-contracting another party (not a JV) do we have to explicitly mention it, even though the full liability will be on us?	Subcontracting is not allowed as per KRN procurement policies.
5	Has any work kicked off on the design of the Collateral Registry or will that have to be designed from scratch?	Collateral Registry design and implementation is out of scope, however post implementation activities and integration of Collateral Registry with Corporate Registry will be part of this consultancy.

6	Will SECP hire/second people to an SECP run digital factory that will design and implement future digitization efforts?	Yes, if required.
7	What is the role of SOC (Security Operations Centre)?	<p>A security operations center (SOC) is a facility that houses an information security team responsible for monitoring and analyzing an organization's security posture on an ongoing basis.</p> <p>Security operations centers monitor and analyze activity on networks, servers, endpoints, databases, applications, websites, and other systems, looking for anomalous activity that could be indicative of a security incident or compromise. The SOC is responsible for ensuring that potential security incidents are correctly identified, analyzed, defended, investigated, and reported.</p>
8	What will be the process of getting sign-off on the deliverable?	After the successful UAT, focal persons from business departments will sign-off User Acceptance Plan , and project steering Committee will sign-off deliverable after confirmation.
9	When a deliverable is submitted, would it be considered delivered at that date or when it's signed off by the stakeholders?	Deliverable will be considered delivered after Project Steering Committee Approval.
10	What is the role of SECP and Karandaaz in the project team?	SECP is undertaking the digital transformation programme to meet its strategic objectives. Karandaaz is the lead implementation partner for providing requisite technical assistance and funds for the implementation of the transformation programme.
11	What will be the structure of the project management team, consisting of the consultant, SECP, and Karandaaz?	Project Management Team will have representation from SECP, Karandaaz and the consultant

12	There appears to be no upper limit on the project completion time. Is it the case?	No, that's not the case, project must be completed within 18-24 months.
13	The marking scheme for the evaluation of the consultant has not been included in the RFP. Karandaaz usually includes it in the RFP. Does Karandaaz intend to disclose the marking scheme before the closing date of the RFP?	This is an EOI and not the RFP. Bidders will have to qualify in order to receive the RFP.
14	What is meant by the standards and processes to be followed throughout the project lifecycle?	Any process to be followed during project life cycle e.g. project life cycle methodology, documents templates, project management framework, security requirements etc. must be on known international standards and best practices.
15	Who are the external stakeholders?	Registered companies/All corporate entities in Pakistan, Licensing entities e.g. brokers/surveyors, insurance companies, other relevant government agencies like FBR and SBP etc., general public, citizens of Pakistan, Startups, mutual funds, stock exchange etc. are our external stakeholders.
16	What is the process for STR (Secured Transaction Registry)?	Implementation of STR is not in scope. However, the PMO for implementation, integrations and post go live activities will be part of the scope.
17	How is SECP's STR different from the one being adopted by the banks?	Banks are not custodian of STR. STR ownership is with SECP.  This STR system is being implemented for unincorporated entities including individuals.
18	Is SECP's STR meant for creating charge on intangible assets?	SECP's STR is specifically being implemented for SMEs with movable assets.
19	Is the establishment of online links and integration with other government organizations such as State Bank of Pakistan, Financial Institutions, NADRA, Office of	Integration with various entities like NADRA, FBR, FMU, BOI, PESSI, SESSI etc. is already LIVE and will continue in the new systems. Other integrations may be required

	Foreign Ministry, Office of Interior Ministry etc. part of the roadmap?	such as SBP, FIs, MoFA etc. which are part of the roadmap.
20	What are the existing laws, rules, and regulations that are to be reviewed?	Review will be required only where a certain section/provision in existing law or regulation is deemed to be a hurdle or a roadblock in achieving digital transformation. This includes all Laws and regulations enforced by SECP, including Company Law , Insurance Act, Securities Act , Specialized Companies Act etc.
21	If any changes or amendments are required in the laws, rules, and regulations, how would it impact the project scope and timeline?	Any changes in rules and regulations that may be required is in ambit of SECP and may be amended as required.  However, any changes or amendments may affect the project timelines and scope that can be catered through change management process.
22	Can the documentation on the mentioned 250+ business processes be shared with the intending bidders?	Yes, only the qualified bidders may ask for the existing process documentation after signing a standard NDA with SECP. The details shall be shared with the qualified vendors only.
23	Are the mentioned 250+ business processes in the form of SOPs? An SOP means a set of step-by-step instructions, including turnaround time for each step, compiled by an organization to help workers carry out complex routine operations.	Not in form of SOPs, it's in form of business process document which includes step by step instructions, relevant rules/regulations, documents, users information etc.
24	What are the maximum number of business processes that will need to be reviewed?	All business processes need to be reviewed during business reengineering exercise which may reduce the number of processes, as explained in the answer to the first query
25	What are the major problems currently faced by the SECP that has led to the need of process creation and system automation?	Ease of doing business is the prime target for SECP for which SECP wants to embark on digital transformation, end-to-end automation and creation of a state of the art interface with all of its customers/stakeholders.  In addition, system obsolescence, old UX/UI design and manual processes are some of the reasons for automation need.

26	Will the core business processes be selected top down or bottom up?	Core business processes which have the maximum impact will be selected on priority for reengineering and automation.
27	Will process improvement be data driven? Six Sigma skills, will they be preferred?	Yes, process improvement will be data driven. Six sigma or any other international standard/best practices will be preferred.
28	To measure process improvement, KPI's will be tracked. How is the archived data currently being stored - is it a manual file management system or is there digital storage of the data? How reliable is that data? How accurate is it?	It's in both formats: digitized and manual. It is largely accurate however there may be some issues with data reliability.
29	For documentation of the processes, which standard will be followed - ISO 9000 or any other standard?	ISO 9000 is document/record control standard, however for process documentation, follow recognized international standards/best practices.
30	What is the context of industry collaboration management within BPR?	Input from external stakeholders for e.g. public, regulates, companies etc. will be required to be part of the BPR exercise.
31	Will the PMO also take the role of the Total Quality Management?	Yes
32	Is developing SOPs a part of the BPR?	Yes
33	Who will create the steering committee?	Steering Committee has already been formed comprising of members from SECP, Karandaaz and DFID.
34	What is the geographical scope of operations?	SECP Head office is in Islamabad, while its regional offices are in other 9 cities of Pakistan including Islamabad. Consultants may be required to visit different office (if needed).
35	Will Process status tracking be available on the web, mobile and tablets? Or just web and mobile?	All digital access channels
36	Is Business Risk Assessment a part of the scope of the EOI?	Yes, the consultant will be required to highlight and mitigate key risks.

37	What are the preferred digital channels for process execution?	All digital access channels
38	What type of user data verification will be required?	Consultant has to assess the need and provide a recommendation.
39	What are the preferred online payment modes that will need to be integrated?	Credit/Debit Cards Online bank transfer Mobile payments Bank Deposits
40	Paragraph 4.1.8 mentions developing Digital, IS and IT strategy. Can you please clarify the scope under this requirement? Is it the Digital, IS and IT strategy including lifecycle framework for SECP? Can timeline for completion of this task be reassessed as it will involve major benchmarking exercise including strategies/ practices at other jurisdictions, to develop the mentioned strategies?	Yes, Digital, IS and IT strategy includes lifecycle framework for SECP, but within given timelines
41	Paragraph 4.2.15 requires 360 degree change of people, process and systems. Does this requirement include competency and capability profiling of SECP staff, JDs and KPIs/ performance mechanism reviews etc.? Will be consulting firm also be involved in identifying and filling HR resourcing gaps through talent hunt and acquisition?	This only includes capability profiling of KPIs with respect to business processes. Talent acquisition and filling of HR resourcing is not part of scope.
42	In paragraph 4.2.20, it is mentioned that consultant is expected to build capability of relevant people and business process re-engineering at SECP and other relevant stakeholders for successful & smooth operations in future. Who are the other stakeholders involved in this engagement and is the consultant expected to conduct BPR and capability development for such other stakeholders as well?	Training plan and materials for external stakeholders is within scope, however capacity building for external stakeholders is out of scope. *External stakeholders are already mentioned in questions #19.
43	Section 5 - S. No. 2: As per our understanding, the processes for automation will be identified through BPR and accordingly, any RFP for LEAP projects can only be developed once all such processes and automation	Phase wise approach will be adopted and initially will focus on first set of processes.

	requirements are identified. In such a case, the timelines for RFPs for LEAP project should be linked to BPR report timelines. Can you please let us know if our understanding is correct and if so, the timelines of RFPs for LEAP project will be throughout the project lifecycle and not 3 months?	
44	Section 5 - S. No. 10: Can you please elaborate on the areas/ services expected to be covered in this deliverable of advisory and consultancy services?	In all areas defined in section 4 (Scope of work)
45	What is the expectation for availability of the team on-site as our lead time with required expertise may be based out of Karachi and we will also be deploying our international experts on the project?	Combination of both on-site teams in Islamabad office and visits from regional/international experts will be required.
46	The scope appears to be high level at this stage. Will this be further detailed for the RfP?	Yes, more details can be discussed in the questions/answers session planned for the qualified vendors only.
47	Is there a view on how many vendor packs are required and will this be clarified in the RfP that will follow?	A specific number cannot be derived at this point in time. The consultant will be required to create RFPs for the solutions that are necessary for the delivery on overall scope of work.
48	Does the response to these requirements need to be attached with the EOI? If yes, then commentary against each requirement would be enough or documentary evidence is required?	Documentary evidence is required wherever asked in the EOI.
49	In reference to point 11: "Acceptance of all Karandaaz conditions given in the EOI" Is the response to this requirement required in the form of an undertaking? Or submission of the EOI response will automatically means that the vendor accepts the terms and conditions?	Yes, required in form of undertaking.
50	The undertaking calls for providing proposed team members mentioned in the eoi, but we cannot find any requirement calling to list the proposed team members or their respective resumes in the eoi. Kindly guide if we need to provide details of proposed team members, and under which requirement (clause)?	List of prospective team members with their experiences may be provided with the EOI.
51	As the scope of this eoi includes RFP preparation of the subsequent systems, will it be possible for the vendors	This will not be allowed

	partaking/winning at this stage to compete in the subsequent projects/RFPs?	
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**End of Document**