

Points requiring clarifications in relation to the RFP -82

S#	Clarification/ Information Required	Comments
1	<p>Clarification No. 1:</p> <p>Financial proposals are required to be submitted in a hard copy and an electronic format. In addition, financial proposal is also required to be submitted in a SEALED envelop. Confidentially may be compromised if financial proposals are submitted in electronic format. Please confirm if financial proposals are required to be submitted in electronic format?</p> <p>Clarification No. 2</p> <p>FRP asked; consulting firms to submit technical and financial proposal. Please clarify if consulting firms can form Joint Ventures (JV's) to submit technical and financial proposal for this RFP. If yes, please provide guidelines/requirements for JV's.</p>	<p>Financial Proposals have to be submitted in electronic format.</p> <p><b>Consulting firms may form Joint Ventures, as long as there is one lead organization with a mutual POC. All parties should share a letter of intent to confirm the collaboration.</b> Guidelines and requirements for Joint Ventures will be the same as those specified in the RFP.</p>
2	<p>We would like to know if an exception can be provided to SIMA as we do not hold NTN in Pakistan. The exception would allow us to apply for the subject RFP.</p>	<p>We are only accepting applications from firms with NTNs.</p>
3	<p>Could you please clarify that we have to submit Financial bid along with Technical Proposal or Financial Bid will be submitted by Short-listed firms only as you have not required earnest money with Financial bid which is a prerequisite as per PPRA Rules.</p>	<p>Both Financial and Technical proposals are to be sent together by all vendors.</p>

<p>4</p>	<p>It refers to 15-20 businesses for developing their business growth plans. What is the possibility of sharing information about the precise number of businesses to be covered to enable us to provide the best possible quotation?</p> <ul style="list-style-type: none"> <li>a. The term “business growth plans” has been used in the RFP which indicates that proposed projects wouldn’t be new ones rather the already running businesses. Please confirm.. b. Clause (e) (Providing business advisory and technical assistance to businesses): Whether such assistance to business is likely to continue on a recurring basis in the long-term instead for an year only?</li> <li>a. Common timeline is mentioned for business planning deliverable and process mapping &amp; gap analysis reporting deliverable v.i.z. 3 weeks; whereas the subsequent timeline for the pitch preparation session is 8 weeks. Whether it is an error? In view of our understanding of the scope of work, considerable time is expected to be required to carry out process mapping and gap analysis and submit a report thereon. Please clarify. b. “Closure report” timeline has a typo and should be March 2021. Please confirm. c. Whether the inception report would cover all the businesses selected for the 3 cycles?</li> </ul> <p>Pricing information supplied with the Financial Proposal to be based on 60 days or 90 days validity?</p>	<p>The firm is expected to provide a fixed cost per business for the activities specified in the TORs. Since applications are selected on a rolling basis we do not have exact figures for the number of businesses at this time. Business selection will be carried out throughout the year.</p> <ul style="list-style-type: none"> <li>a. The selected businesses will be existing women-led SMEs with at least 3 years of operational history and PKR 5 million annual revenue. The Business Growth Plans would be strategic and financial proposals to help them scale their existing operations. We anticipate 3 cycles of support through a one-year period (please see deliverables and timelines in TOR for details). Support will be in the following areas, business growth and fund utilization plan development, pitch preparation, financial management, corporate compliance and taxation</li> <li>b. Please note, the below estimated timelines for each cycle including Activity 1, 2, 3. All 3 activities will be carried out 3 times from September 2020 to January 2021 over 3 month cycles.</li> </ul> <p>Cycle 1: September 2020- November 2020</p> <p>Cycle 2: October 2020-December 2020</p> <p>Cycle 3: November 2020- January 2021</p> <p>The Closure Report will be expected after the conclusion of all three cycles in. You are correct. There is a Typo – the correct date for the closure report is March 2021.</p>
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		<p>c. The Inception Report will cover the workplan for all three cycles of activities. Details of what to include in the Inception Report will be discussed during the Project Kick-Off meeting after the Firm has been finalized by Karandaaz.</p>
5	<ol style="list-style-type: none"> <li>1. Activity 3 (RFP page 14) – Assuming the bidder has necessary experience in mentioned business development areas, can the bidder itself act as expert in providing business development support? Or is the bidder’s role mandatorily limited to engaging, managing and quality assuring the relevant experts?</li> <li>2. Can you please clarify on the scope of Activity 3 (RFP page 14). Does the scope refer to training on business development areas like financial management, corporate compliance and taxation or does it refer to actually providing these services to the selected businesses e.g. training on the sales tax registration requirements vs getting the business registered with FBR?</li> <li>3. Are there any other deliverables expected in Activity 3 other than the training workshop and related material/notes?</li> <li>4. Page 14 of the RFP refers to organization of group exercises/events with KRN approval. Will the cost of such an event be borne by KRN or the bidder? E.g. a group workshop for pitch development held in Islamabad, who will bear the event organization and travelling expenses of entrepreneurs?</li> <li>5. RFP Page 13 (clause c) – We understand that the process management exercise refers to identification of current business processes in place, conducting a gap analysis by comparing them with best practices suitable to a business of that size and suggesting remedial measures. Such business processes generally include</li> </ol>	<ol style="list-style-type: none"> <li>1. If the bidder has the necessary experience in business development support areas, they can directly provide the technical assistance to the businesses. The bidder’s role does not have to be limited to engaging, managing and quality assuring the relevant experts.</li> <li>2. Business Development Support includes providing training and mentorship on areas specified in the TORs. With respect to corporate registration however, the trainings will be expected to supplement getting the businesses that are selected for funding registered with FBR.</li> <li>3. Outcome of Activity 3 will include conclusion of training workshop and mentorship sessions customized to meet the needs of selected businesses. Where required, the firm will be expected to facilitate registration of businesses into to Private Limited Companies. Feedback forms and lessons learned from Activity 3 should be reflected in the Project Closure report.</li> <li>4. The bidder is expected to include these expenses in their Final Proposal.</li> </ol>

	<p>procurement, inventory management, sales, accounting, governance, internal audit etc. Can you please elaborate on context of including 'customer database' and 'growth metrics' under this heading?</p> <p>6. We understand that 'Fund Utilization Plan" refers to 'Use of Proceeds' plan/statement presenting a picture of management spending priorities. Can you please confirm this understanding?</p> <p>7. RFP Page 13, clause 3) – It is stated that "...<i>suggest a road map to address the gaps and align it with the fund utilization plans</i>". Can you please elaborate on what is meant by 'Fund Utilization Plan' in this context.</p> <p>8. RFP conveys an understanding that minimum 15 and maximum 20 businesses would be covered by this proposal? Please confirm.</p> <p>9. We understand that the selection of business for the project will be done KRN on its own analysis and no input from the Consultant will be required regarding this. Please confirm?</p> <p>10. We understand that the Consultant will be required to provide assistance to the women entrepreneurs in preparation of the pitch while the decision to fund any business and purchase consideration will be solely determined by KRN without input from the Consultant. Please confirm?</p> <p>11. We understand the activity 1 would encompass the business planning and growth strategy formulation. The Consultant will NOT be responsible to perform any due diligence of the historical business information shared by the entrepreneur (e.g. SECP registration status, capital structure, bank accounts, existing business assets etc.) and used by the Consultant in preparing the business plan. Please confirm?</p>	<p>5. The Process Mapping and Gap Analysis exercise should be designed to help inform the Business Growth Plans. In evaluating data related to growth metrics, such as sales, user acquisition, conversions, retention and customer trends the firm will be expected to gauge performance based on business goals, identify key metrics for measuring growth and determine attributes that contribute to profitability.</p> <p>6. Fund Utilization Plan refers to how the business intends to use the investment funds that may be provided by Karandaaz and which they are selected for funding through this process. They are expected to tie in with the business growth plans.</p> <p>7. Same as above.</p> <p>8. The 15-20 range is an approximated estimate based on our experience from previous years. The numbers may vary depending on the applications we receive through the process. For the sake of the Financial Proposal you can assume that we will be covering up to 20 businesses. To counteract the uncertainty, we've asked for a per business fee for each activity.</p> <p>9. Karandaaz's Investment Committee is responsible for selection of businesses for both technical assistance and funding through a predetermined criterion. The Firm's opinion may be solicited throughout the process, however the decision to fund a business will lie solely with Karandaaz's Investment Committee.</p> <p>10. See above.</p> <p>11. Confirmed.</p>
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	<p>12. Activity 2, pitch preparation – Generally the pitch includes an offer based on entrepreneurs valuation of his business. Would that valuation be conducted with input from the Consultant?</p> <p>13. RFP Page 14, Deliverables and timelines – Time lines given are very tight considering the businesses would be located across Pakistan. Are the timelines given for cycle 1 -3 indicative or binding?</p>	<p>12. No.</p> <p>The Timelines are based on our previous experience of running the program. They are binding and we anticipate being able to complete all three cycles by the first quarter in 2021.</p>
6	<p>1. As per our understanding of the scope mentioned in the RFP, The shortlisted consultant will work with 15-20 Women Ventures (WV) in 3 cycles and not with all of them simultaneously. Please confirm?</p> <p>2. Will the cost of experts required for WVs be finalized at a later stage or should it be part of the financial proposal?</p> <p>3. If the cost of experts have to be included in the financial proposal, can we be informed of the sectors in which the WVs are operating so that we can shortlist relevant experts and assign its financial cost accordingly?</p> <p>3. Can we be informed on the cities in which the WVs are operating so that we can assess the financial cost accordingly?</p> <p>4. Is the online submission required for technical proposal only or both technical and financial proposals have to be submitted online?</p> <p>5. Kindly elaborate on the difference between firm experience and competencies mentioned under section 24.</p>	<p>1. That is correct.</p> <p>2. These costs will be finalized once the firm is selected, following a comparative review of proposed experts and their fee quotes. The Financial Proposal should contain realistic estimations.</p> <p>3. Since we are sector agnostic, and the businesses are to be selected on a rolling basis the specific sectors cannot be determined at this point. However, the areas where technical support is required has been specified in the RFP. Relevant experts should be shortlisted according to the given areas.</p> <p>B. Since businesses are to be selected on a rolling basis specific cities where they operate have not been determined at this point. Selection of businesses will be ongoing throughout the year.</p> <p>4. Both Financial and Technical proposals are to be sent together by all vendors.</p>

	<p>7. Are we free to suggest group activities for WVs or is there a basic guideline for it?</p>	<p>5. Experience refers to relevant background in providing business advisory and technical assistance to SMEs in Pakistan. The firm is expected to have successfully executed similar projects in the past. Demonstrated experience in working with women-led businesses is a plus.</p> <p>6. Competency refers to the core skillsets of the firm and the activities that they excel in. In this case, this would include the firm’s ability to 1) access a network of high quality experts in required areas; 2) work collaboratively with multiple individuals and groups; 3) be responsive, multitask and have the ability to complete projects within tight deadlines with minimal supervision; 4) facilitate multiple stakeholders; 5) incorporate feedback loops where necessary; 6) exhibit gender sensitivity and flexibility in project execution and a maintain high level of professional integrity.</p> <p>7. BDS over three iterations become very structured in its form, sequence of activities is highlighted in the TORs. However, consultant is free to suggest activities that will improve the efficacy of BDS.</p>
7	<p>1. It is mentioned that bidders will work with the 15-20 businesses to develop their business growth plans with clear performance milestones as well as a fund utilization plan for KRN funding. KRN is requested to share a sample of key performance indicators (KPIs) that are already in use by KRN to develop business plans for ongoing projects/businesses.</p> <p>2. It is mentioned in ToR that bidders shall prepare the women entrepreneurs to pitch their investment proposals to the KRN</p>	<p>1. Performance milestones will be tied with growth metrics that are specific to each businesses organizational needs and development strategy. Fund Utilization Plans refer to a detailed budget that the women-led businesses will develop with the assistance of the selected Firm, outlining how investment sought from Karandaaz will be utilized over a given period. Samples of these can not be shared at this time.</p>

	<p>Investment Panel. KRN is requested to share sample of investment proposal if available with KRN.</p> <p>3. Bidders are to deliver technical assistance and training to businesses in areas of financial management, corporate governance, compliance, and taxation. Please clarify the nature of these training, it is assumed that the informal training in the aforementioned areas will be imparted to business owners.</p> <p>4. It is mentioned that bidder will work with the women entrepreneurs to prepare their 5 minute investment pitches, based on the business plans. KRN is requested to share a sample template of Investment pitch for the clarity of scope in pitch preparation.</p> <p>5. It is mentioned that the bidder is to provide a fixed cost per business for developing business growth plan and process mapping exercise. KRN is requested to provide more detail to process mapping exercises.</p>	<ol style="list-style-type: none"> <li>2. The applicant is free to suggest investment proposal templates that would best demonstrate the growth potential of a given business. Samples will not be shared at this time.</li> <li>3. The applicant is free to suggest the best course of delivery of technical assistance to improve efficacy of business development support. The selected Firm will be expected to adapt to the needs of the women entrepreneurs. The venue and scheduling of mentorship/training sessions should be at the convenience of the businesses. To ensure effectiveness, a mix of class-room style training and one-one-one sessions could be incorporated into the BDS curriculum. It is expected that the applicant will suggest the most effective mode of delivery keeping in mind the audience of women-led SMEs and their competing priorities.</li> <li>4. Not Applicable.</li> <li>5. Process Mapping is about examining the workflow of a business entity, for example by assessing organizational records, including financials, growth metrics, customer databases, governance and policies. By understanding process boundaries, ownership and responsibilities it becomes easier to identify gaps and areas of improvement. The Process Mapping and Gap Analysis exercise will facilitate the selected Firm in assisting women entrepreneurs to draft business growth plans.</li> </ol>
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