

LETTER OF INVITATION

Ref No: GEP/TRN/HRD-1

Dated: 5-8-2016

Dear Mr. /Ms:

First Women Bank Ltd. (FWBL) invites proposals from eligible applicants operating in Pakistan for providing consultancy services for Training to FWBL senior staff in Leadership Skills and to front line staff in Customer Services and Selling Skills. The other details on the required services are provided in the enclosed Request for Proposal (RFP), which is also available on the FWB Website (www.fwbl.com.pk).

Selection of successful bidder will be carried out as per procedures prescribed in this RFP.

This RFP includes the following documents:

- Instructions to the Applicants
- Scope of Services
- Standard Format of Technical & Financial Proposal
- Evaluation Criteria

Proposals must be submitted to FWBL at the below mentioned address not later than 15th August 2016.

Yours Sincerely,

Ayesha Menai.

Head Human Resource Division

First Women Bank Ltd. (FWBL)

S.T.S.M. Foundation Building CL/10/20/2,

Beaumont Road

Dr. Ziauddin Ahmed Rd, Karachi, Pakistan

Phone:+(92 21) 111 676 767

1. INSTRUCTIONS TO THE APPLICANTS

Request for Proposal represents the requirements for an open and competitive process. Proposals are invited from reputed individuals/ firms engaged in conducting and imparting soft skills trainings for senior to entry level staff, especially in the financial/banking sector.

The work is divided into 2 parts:

1. Soft skills training in Leadership Skills for 30-40 Senior Management FWBL employees.
2. Customer Service & Selling Skills training for 400 branch staff across Pakistan.

Interested firms may apply for all, one or more parts. Last date for receiving of proposals will be the closing hours of Monday 15th August 2016.

Eligibility criteria to participate in the bidding process:

The firm/ firms must have history of successfully implementing similar projects for the past at least 5-8 years with a strong follow up and monitoring mechanism in place to track the impact/deliverables of such interventions.

All proposals must be signed by an official agent or representative of the Firm submitting the proposal and also contain a detail of person authorized on behalf of the firm contact FWBL representative for this consultancy engagement.

All costs must be itemized to include an explanation of all fees and costs. The project completion date cannot exceed 10 months commencing from August 2016. Contract terms and conditions will be negotiated upon selection of the winning bidder for this RFP. All contractual terms and conditions will be subject to review by

FWBL legal department and will include scope, budget, schedule, role & responsibilities of the contracting parties and other necessary items pertaining to the project.

Since this RFP is linked to a larger Project which is being funded by a limited Grant, awarded to FWB by USAID-GEP program through the Aurat Foundation, the price quoted by the successful bidder can be further negotiated to bring it within the Grant budget should such a need arise.

3. SCOPE OF SERVICES

First Women Bank Ltd. is a unique financial institution, a Scheduled Commercial Bank, set up in 1989 by the Islamic world's first woman Prime Minister Benazir Bhutto, who wanted a bank that would meet the banking needs of women entrepreneurs. It was incorporated in the Public Sector as a Public Ltd. Company on 21st November, 1989 under the Companies Ordinance, 1984. The Bank commenced its business on 2nd December, 1989 with a paid up capital of Rs. 100 Million; 90% of which was contributed in varying proportions by five leading Public Sector banks of the country.

Over the last 26 years the Bank has survived tough times being the only Commercial Bank with a development agenda of empowering approximately 50% of the population, challenged in many ways such as education, mobility, market access & financial, social and cultural limitations.

Today, FWB employs over 500 staff, 79% of whom are female; we operate through a network of 42 branches and 1 booth spread across 24 cities nationwide. FWBL has arrived at this juncture, having survived some very challenging times, particularly with regard to its negligible capital input, limited branch network, below par human resource quality, and inadequate IT infrastructure. Going forward, in order to survive and grow, the Bank needs to build a strong foundation

in line with current market benchmarks also meeting the regulatory requirements of SBP.

The life blood of any organization, especially those in the Service sector, is its human resources. On the one hand, they are required to be highly technically trained in core banking skills which demands continuous update, and on the other hand, they require strong interpersonal and other soft skills to be able to serve customers satisfactorily. Employees working in the Banking sector, more than staff in any other industry, therefore require stringent capacity building through world class trainings to enable them to work effectively in an ever changing business / regulatory environment.

At FWB, lack of attention and focus on staff learning & development due to limited financial resources, has resulted in weak leadership development, no human resource management skills, inadequate succession planning at all levels. Therefore it is high time that concerted efforts are made to energize the female dominated staff, whose average age is 39 years, to perform at their full potential. Over the last 2 years (June 2014 to date), our limited budget has constrained us to invest only in upgrading the core banking, technical skills of our staff, and that too in a stringent manner. There is a glaring need to up-skill and build the soft skills of our staff if we are to equip them to manage themselves better and compete with others in the market. Our current staff distribution grade-wise is follows:

Management Level	Grades	Number of Staff
Senior Management	SEVP , EVP,SVP	14
Middle Management	VP,AVP,OGI	144
Junior Management	OGII, OGIII	176
Non - Management	CL , NCL	171
Total		<u>505</u>

(As of June 2016)

After concerted efforts spanning almost 2 years, FWB has been successful in arranging a Grant awarded by the USAID-GEP program which has the following scope:

1. Research based product development for home based women workers and potential small business owners involving FWBL Senior Management team.
2. Engage and target existing & potential Patrons, clients and partner organizations for project orientation, and conclusion to re-launch a vibrant FWBL.
3. Soft skills and marketing/ sales training to 400 FWBL employees including 30 to 40 management team members.

Within the above scope, we will be undertaking some specific capacity building initiatives through the following training interventions, which will address the immediate and critical needs pertaining to staff soft skill trainings:

- a. Senior & Middle Level leaders, (approx. 40-50) focusing on Leadership Skills & Development, with follow up and coaching activities.
- b. Customer Service Training for all Branch Staff, (approx. 400) with follow up to ensure behavior change.

This RFP specifically invites proposals from qualified Firms to undertake either one or both the above mentioned 2 training interventions for FWB.

1. MINIMUM ELIGIBILITY CRITERIA

- I. All the applicants / applicant firms incorporated and based in Pakistan and governed by rules, laws and statutes of Government of Pakistan shall be eligible.
- II. Applicant's firm must be experienced in conducting Customer Services related trainings and Leadership Development trainings in the banking/financial sector of Pakistan. Applicant firms must have completed 3 similar projects successfully in the last 5 years.
- III. Timeframe for completion of the project is 10 months starting from August 2016.

- IV. Technical Approach and Methodology for imparting of Customer Service training and Leadership Development training along with the Follow up Plans.
- V. Relevant Team and their CVs with details of relevant certifications.
- VI. The Applicant firm should be able to deploy a dedicated team of 2-3 fulltime resources during the term of the project to FWBL.

2. STANDARD FORMAT FOR TECHNICAL & FINANCIAL PROPOSAL

Proposals should include submission of a technical proposal and a cost proposal. Proposals must remain valid for at least sixty (60) days. To be considered, bidders must provide the following in English:

PART A: TECHNICAL PROPOSAL

- Organizational Information
- Organization's legal name
- DUNS Number
- Contact name
- Contact person's position
- E-mail address
- Telephone number

Description of Methodology:

Not to exceed three (3) page narratives on the methodology for execution, with the Proposed Approach/Objectives/Deliverables , for each training intervention described above.

Timeline:

A detailed timeline required to complete the project.

Capability Statement:

Not to exceed three (3) page narratives on the Firm's capabilities to perform the scope of work indicating past experience in the relevant Training. The service provider should include in an annex brief descriptions of previous similar projects implemented.

References:

A minimum of three (3) client references worked within the past two years on an activity that is similar to this Scope of Work. Include the contact information.

Information:

Company or organization, name of contact person, phone number and email.

Staffing:

Names, CVs (not to exceed 2 pages), 2-3 sentence bios for potential field team leaders and essential personnel (including their experience on this type of work) and percentage of staff time of principals and managers on this activity.

PART B: FINANCIAL PROPOSAL

Detailed cost proposal for implementing the training intervention, and broken-down by deliverable that includes the following:

1. Proposed staff, rates, number of days needed to accomplish the work
transportation and logistics costs
2. Costs of workshops, trainings, meeting sessions with staff and related materials/supplies

The detailed cost proposal should be accompanied with a budget narrative, and supporting documentation that clearly describes how the budgeted amounts are calculated.

A brief narrative explanation and justification for each line item must be included in a separate section entitled "budget narrative" and include data to support actual

costs and/or methodologies to support cost estimates. All projected costs must be in accordance with the organization's standard practices and policies.

Budgets must be sufficiently detailed to demonstrate reasonableness and completeness. Offers including budget information determined to be unreasonable, incomplete, unnecessary for the completion of the proposed project, or based on a methodology that is not adequately supported may be deemed unacceptable.

Budgets should be submitted in PK rupees.

Bidders will be evaluated on the cost of their solutions based on the work to be performed in accordance with the scope of this project.

Important Note: The budget, while based on the deliverables, is a cost detailed budget and not fixed price.