

First Women Bank Limited

CONSULTANCY PROJECT PRODUCT DEVELOPMENT FOR TARGET MARKET

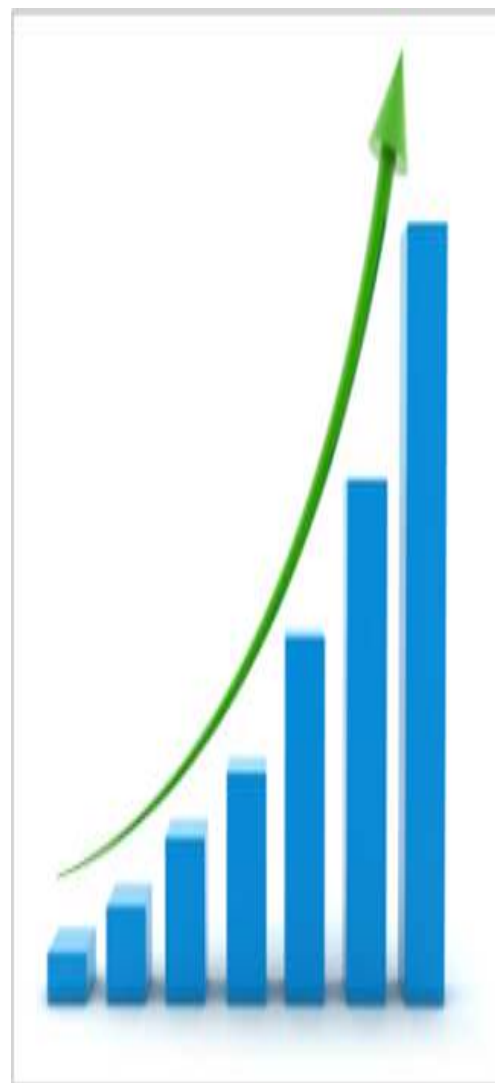
REQUEST FOR PROPOSAL

*New Product Development for Women Empowerment
Research, Design, Training, Testing & Launch*

S.T.S.M. Foundation Building CL/10/20/2,
Beaumont Road Off Dr Ziauddin Ahmed
Rd, Karachi, Pakistan

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LETTER OF INVITATION

Ref No: FWBL/HO/GEP GRANT/R&D RFP/ AUG 2016

Dated: August 23, 2016

First Women Bank Ltd. (FWBL) invites proposals from eligible applicants operating in Pakistan for providing consultancy services for “New Research based Product Development for Women Empowerment, that must include design, development, launch of research, Product development, Training to FWBL senior staff in product development and front line staff in sales and marketing services, Testing of the product and Launching”. The other details on the required services are provided in sections 1 of the RFP.

Selection of successful bidder will be carried out as per procedures prescribed in this Request for Proposals (“RFP”),

This RFP includes the following documents:

1. Instructions to the Applicants
2. Scope of Services
3. Standard Format of Technical Proposal
4. Standard Format of Financial Proposal
5. Evaluation Criteria
6. Important information about Location and Time
7. Annexure

For any query on this RFP you may contact GEP-PMU department by writing email to fouzia.janjua@fwbl.com.pk latest by Thursday Aug 25, 2016. The consolidated email queries of all bidders will be answered in a joint session to be held on Aug 31, 2015 at 11:30am at Conference Room, FWBL Head office, Karachi.

Proposals must be submitted to FWBL at the below mentioned address not later than 5pm Tuesday 06, 2016.

Yours sincerely,

Project Management Unit

First Women Bank Ltd. (FWBL Head Office)

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

Beaumont Road Off Dr. Ziauddin Ahmed Rd, Karachi

Phone:+(92 21) 111 676 767

REQUEST FOR PROPOSAL

NEW PRODUCT DESIGN, DEVELOPMENT, TRAINING, TESTING & LAUNCHING FOR HOME BASED WOMEN WORKERS AND SMALL SCALE WOMEN ENTREPRENEURS

PROPOSAL GUIDELINES

Background

Request for Proposal represents the requirements for an open and competitive process. Proposals are invited from reputed individuals/ firms engaged in mobilizing **Home Based Workers and Small Scale Women Entrepreneurs**, conducting research, identify their financial needs, imparting trainings, developing/ delivering products that help them improve their savings and access to credit.

The work is divided into three parts viz:

1. Research based product development for home based women workers and potential small scale 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. Product related marketing/ sales training to 400 FWBL employees including 30 to 40 management team members.

Last date for receiving of proposal is Tuesday Sept 06, 2016 before 5pm. The complete proposal has to be presented before this date and time by the authorized person at the address provided above.

SUMMARY & BACKGROUND

The First Women Bank Limited (FWBL) is repositioning itself to strengthen its role in “transforming the status of women from passive beneficiaries of social services to dynamic agents of change’ through developing need based Financial products to meet the needs of women in initiating/ promoting their business and trade activities and pursuing career/ profession.

Eligibility criteria to participate in the bidding process:

- ✓ The firm/ firms must have history of successfully implementing similar projects involving Research, Product Development & Design, for the past **minimum 10years** with a strong follow up and monitoring mechanism in place to track the impact of such interventions.
- ✓ The proposal shall be submitted by Monday 5 September, 2016 before 5pm to the given address of FWBL.
- ✓ All proposals must be signed by an official agent or representative of the company submitting the proposal and also contain a detail of person authorized on behalf of the firm/ firms to contact FWBL representative for this consultancy engagement.
- ✓ If the organization submitting a proposal must outsource or contract any work to meet the requirements contained herein, this must be clearly stated in the proposal. Additionally, all costs included in proposals must be all-inclusive of any outsourced or sub contracted work. Any proposals which call for outsourcing or contracting work must include a name and description of the organizations being contracted which must meet the minimum standard / qualifications specified for the service providers. The sub-contracting firm will be held responsible to ensure delivery and quality of work of the subcontractors / outsourced vendors
- ✓ All costs must be itemized to include an explanation of all fees and costs.
- ✓ 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.
- ✓ The price quoted by the successful bidder can be further negotiated to bring it within the budget should such a need arise.

SECTION 1

INSTRUCTIONS TO THE APPLICANTS

INSTRUCTION TO THE APPLICANTS

- I. FWBL through this project would like to increase its outreach to large clusters of women from 3000 to 5000 women in economically viable group (size of 30 to 50 women **Home Based Workers and Small Scale Women Entrepreneurs** residing in the 20 km proximity of FWBL branches.
- II. The consultant firm will identify 10 FWBL potential branches of which management would choose 5 for initiating Research for Product Development.
- III. Research will also include 1500 Home Based Women Workers from the 12 districts of Pakistan where Aurat Foundation GEP grant cycle 7A beneficiaries reside, and 640 GEP previous grant beneficiaries who are already part of initiative under taken through the Aurat Foundation GEP project in 2013 with FWBL.
- IV. The Consultant firm will also approach New Women Customers interested in financial products both for savings as well as borrowing funds for business/ income generation.
- V. Identify potential clusters in the target market to carry out their need assessment through questionnaires & other survey research tools involving Aurat Foundation “Pakistan Gender Coalition” (PGC) Members platform and design products that are affordable & accessible to these clusters in collaboration with FWBL senior management team.
- VI. Devise its Roll out plan that allows FWBL to sell maximum number of products designed under this program.
- VII. The bank also intends to build internal capacity of its (30-50) team members of senior management in areas such as analyzing research reports/ product development especially focusing Small Scale businesses, planning, monitoring, implementing projects essential for effective management to outreach **Home Based Workers and Small Scale Women Entrepreneurs**.

Hence the Consultant Firm will have to take the designated team along throughout the process and provide certification to the successful members who have gained expertise and can replicate the process without external support for developing new product/ product programs.

FWBL intends to achieve the following Objectives:

Increase its access to Women clusters through need assessment and offering products and services needed by the target population on a continuous basis.

To achieve this objective Consultants will help develop five (5) Research based products for promoting small scale businesses, while providing exposure to FWBL senior management team in analyzing research reports and developing products.

Expose FWBL senior team in leadership, planning and negotiation / Junior Managers field staff on Sales and Customer Service.

- a) Building in-house capacity of its Staff at two levels:
 - At senior management level in enhancing their management competencies, product development, monitoring and control.
 - At Tactical level to improve their marketing and sales skills.
- b) Development of Research based Products for **Home Based Workers and Small Scale Women Entrepreneurs** for their Financial Inclusion.
- c) Awareness Campaigns and Advocacy of Women Financial Inclusion through holding Road Shows, Marketing & Outreach activities, devising seamless delivery methodology through FWBL branches and development of success stories

First Women Bank Ltd. ("FWBL") will follow a transparent selection criteria prescribed in the RFP as per the PPRA negotiated tendering and bank's policy.

All the interested applicants (the "Applicant(s)") are invited to submit their proposals (the "Proposal(s)") containing a technical proposal (the "Technical Proposal(s)") and a financial proposal (the "Financial Proposal(s)") on the formats provided in section 3 and 4 of this RFP respectively for providing Consultancy services in connection with "New Product Development for Women Empowerment Research, Design, Training, Testing & Launching" (as detailed in section 2 of this RFP and hereinafter termed as "Services").

The selection of the successful bidder will be carried out based on the clarity, quality and alignment of the Proposal with FWBL requirements as defined in the Section 2 of the RFP. Any ambiguity in defining the deliverables, its implementation process and strategy may render the bidder disqualified from the entire procurement process or from award of score wherever applicable.

1. FWBL reserves the right to accept or reject any Proposal any time prior to the acceptance of the bid or proposal. FWBL shall, upon request, communicate to the applicant who submitted the bid/proposal, the ground for its rejection but is not required to justify those grounds.
2. The bank will follow Quality and Cost based selection criteria as prescribed in the RFP with Single Stage, Two Envelopes whereby the Applicants shall submit a single package containing two different envelopes containing the Technical Proposal and Financial Proposal duly sealed separately.

The Technical Proposals will be opened first in the presence of all bidders and **FWBL Executive Management Selection Committee**. The teams will be provided time slot of 30 Minutes for presenting their proposals before FWBL Executive Management Selection Committee. The Selection Committee will study in detail to evaluate the technical proposals within 3-5 days once the technical proposal is evaluated the financial bid of only those qualifying companies will be opened who have secured 70% and above marks.

3. Applicants are required to provide their credentials and details of similar projects done earlier with some other organizations, as part of the Annexures.
4. The Technical Proposal will have 65% weight age for technical evaluation including personnel & past performance and 35% for the financial cost.
5. The Applicant should complete the project within the given timelines and if it fails to do so i.e. if it fails to deliver or complete the project/task within the given timelines or if it refuses to do so altogether at any stage, then FWBL will reserve its right to forfeit the earnest money, withhold all pending payments even for parts that are completely or partially completed and claim refund of monies already paid. It may also file a claim for damages caused to the bank due to failure of the contracting partner.
6. If at any stage FWBL finds that the Applicant is not delivering the quality services or observing any of the terms and conditions set out in the RFP, FWBL may terminate the contract. FWBL is the sole judge to evaluate the performance of the services subject to proper reasoning.
7. The minimum timeline for the completion of the project is 10 months. This would ensure that the scope of work envisaged is on a similar context so that all the bids submitted should be for 10 months only.

8. After the selection of the successful bidder, FWBL may retain a certain portion not exceeding 20% of the total professional fee to be payable to the successful bidder for its provision of the Services to FWBL.

Eligible Applicants:

As per Minimum Eligibility Criteria mentioned on under proposal guidelines and mentioned in Section – 6 Evaluation Criteria

Proposal:

Each Applicant will submit only one Proposal against this tender, failing which all the Proposals submitted by it shall be rejected.

The Proposal as well as all the related correspondence exchanged between the Applicant and the FWBL shall be in English language. It is also desirable that the Applicant's personnel have a working knowledge of the national and regional languages of Pakistan.

The Applicant shall be expected to examine in detail the documents comprising the RFP since any material deficiency in providing the information requested may result in rejection of the Proposal.

The Applicant while preparing the Proposal must give attention to the following:

- a) The financial bid would cover all the expenses based on number of staff days/weeks or budget estimated by the Applicant, bearing in mind that this is a fixed budget assignments, and the bid amount of the successful bidder if higher than the budget will have to be brought within the budgeted amount
- b) Alternative professional staff shall not be proposed and only one curriculum vita may be submitted for each position.
- c) Team composition of the bidding Consultant Firm will be given weight age in the evaluation of the Proposal and reassignment of resources from Project may attract disqualification. If 30% of critical team members are changed and not substituted by equally qualified and experienced critical resource during the project it will lead to disqualification and penalty by FWBL.

Technical Proposals:

Applicants are required to submit the Technical Proposal stating a brief description of the Applicant's organization outlining their recent experience, the names of Sub-Applicants/Professional Staff who participated during the assignment, the technical approach, methodology, work plan, organization and staff, comments and suggestions on the ToRs including workable suggestions that could improve the quality and effectiveness of the assignment. The Technical proposal shall be duly signed by the

authorized representative of the Applicant (which will not include any financial information). In case the technical proposal include financial part the technical proposal/ will be declared as non-responsive hence rejected. Applicants are required to submit a softcopy of their technical proposals as well.

Financial Proposals:

The Financial Proposal shall be prepared using the standard form attached in Section 3, duly signed by the authorized representative of the Applicant. It should list all costs associated with the assignment including remuneration for staff, out of pocket and reimbursable expenses. Alternatively, the Applicant should provide costs of all deliverables as described in the Technical proposal separately.

Submission and Receipt:

The original and all copies made from the original of the Technical Proposal shall be placed in a sealed envelope clearly marked as Technical Proposal both in Hard and Soft form. If there are any discrepancies between the original Hard copy, Soft Copy or duplicate Copy of the proposal, the bank may reject the proposal without further processing. Similarly, the Financial Proposal shall be placed in a sealed envelope clearly marked as Financial Proposal followed by the name of the assignment with a warning of “do not open with the Technical Proposal”. The above if not complied with, shall constitute grounds for rejection.

All the Proposals in response to this RFP must be delivered **on or before 5pm Tuesday, dated September 6, 2016 to**

**Project Management Unit
First Women Bank Ltd. (FWBL Head Office)
S.T.S.M. Foundation Building CL/10/20/2,
Beaumont Road Off Dr. Ziauddin Ahmed Rd,
Karachi, Pakistan
Phone: + (92 21) 111 676 767**

Disqualification Criteria:

FWBL may reject any Proposal of any applicant including but not limited to the following reasons:

- a. If any official of the Applicant has secretly been in contact with any official of FWBL that has not been disclosed to FWBL prior to submission of the Proposals; or
- b. If the Applicant has been engaged in any *mala fide* practice; or

- c. If any of the information, representation or document submitted by the Applicant in its Proposal or otherwise turns out to be materially incorrect or false; or
- d. If the Proposal submitted by any Applicant is not responsive to the RFP or does not fulfill the requirements of the RFP; or
- e. If the Applicant fails to provide any document or information required by RFP.
- f. If 30% of critical staff involved in the project are changed and not substituted by equally qualified & experienced staff.

Opening of Technical Proposal:

Initially only the Technical Proposals shall be opened on **September 8, 2016 at 11:30am** in the presence of the bidders at FWBL Head Office. The Financial Proposals shall remain unopened in the custody of FWBL.

The Technical Proposals shall be opened by a special committee of FWBL formed for this purpose.

The bids that are not responsive or lack any of the required documents or do not cover any key information will be rejected at this stage.

Discussions:

If required, prior to evaluation of the Technical Proposal, FWBL may call upon any of the Applicants to discuss or to ask for clarification about anything contained in the Technical Proposal submitted by that Applicant as per the Regulation 3 B c (i) of Procurement of Consultancy Services Regulation 2010.

The discussions shall be conducted by the deputed personnel of FWBL to the Applicants.

The invited Applicant will, as a pre-requisite for attendance at such discussions, confirm availability of its professional staff relevant to this assignment, failing which FWBL may proceed to discuss with another invited Applicant.

Representatives discussing on behalf of an Applicant must have written authority to do so.

Minutes of such discussions shall be sent to all the Applicants.

Evaluation of Technical Proposals and Minimum Technical Threshold:

The Technical Proposals shall be evaluated by a dedicated committee on the basis of their responsiveness to this RFP in a fair and transparent manner giving each proposal a technical score in accordance with the Evaluation Criteria.

No Applicant should contact or influence FWBL in the evaluation of the Technical Proposal. If any such effort is made, it shall result in the rejection of the Applicant's Proposal.

During evaluation of the Technical Proposals, the committee shall not have any access to the Financial Proposals or have any knowledge of the contents of the same.

Minimum Technical Threshold shall be a technical score of 70% (which is 45.5 out of 65 in the technical as per the Evaluation Criteria) calculated in accordance with the Evaluation Criteria given in Section 6 of this RFP. The Technical Proposals that do not achieve such Minimum Technical Threshold shall be rejected and FWBL shall inform such Applicants accordingly.

Opening of Financial Proposals of Applicants Meeting Minimum Technical Threshold:

The Financial Proposal of only those Applicants shall be opened who meet the Minimum Technical Threshold as given above. The Financial Proposals shall be opened publicly by the dedicated Committee, with the total prices read aloud and recorded in the presence of the Applicant's representatives who choose to attend. Date time and venue will be communicated accordingly to the Applicants. The Financial Proposals of the unqualified Applicants shall be kept unopened and shall be returned to the Applicants once the bidding process is completed.

Evaluation of Financial Proposal:

The Financial Proposals shall also be evaluated by the dedicated committee.

The lowest Financial Proposal shall be given the maximum financial score of 100 points and all other Financial Proposals shall be scored proportionately.

Any computational errors shall be corrected by the committee. When correcting a discrepancy between a partial amount and total amount or amount in words and figures the former shall prevail.

Successful Bidder:

Once the evaluation of both Technical and Financial Proposals is completed, the committee shall add the technical and financial score achieved by each Applicant and the Applicant scoring the highest aggregate score shall be declared as the successful bidder, subject, of course, to the approval by the competent authority of FWBL. (Annexure II)

Evaluation Report:

After completing the evaluation, FWBL shall announce the result of evaluation around - 10-15 days prior to the award of Contract. After Contract execution, FWBL shall return the unopened Financial Proposals to the Applicants who failed to achieve the Minimum Technical Threshold as given above.

The successful Applicant is expected to commence the assignment on the date and at the location as communicated to them by FWBL.

Award of Contract:

The Contract shall be awarded to the Applicant securing the highest aggregate Technical and Financial score after the approval of competent authority of FWBL. The Contract shall be a time based contract as per Procurement of Consultancy Services Regulation 2010. The essential points of the Contract shall be mutually negotiated at the time of award.

This RFP and its annexure shall be made part of the Contract.

Payment Criteria

Applicant is expected to work in sequential phase and payment (in PKR) will be made to the Applicant in installments as per completion of predefined modules/ phases which would be defined after mutual agreement between the awarded applicant and the FWBL.

Availability of Professional Staff/Experts:

Having selected the Applicant on the basis of, among other things, an evaluation of proposed Professional staff, the FWBL expects to get the Contract executed by the Professional staff named in the Proposal. Before contract negotiations, FWBL will require assurances that the Professional staff will be actually available. FWBL will not consider substitutions during contract negotiations unless both parties agree that undue delay in the selection process makes such substitution unavoidable or for reasons such as death or medical incapacity. If this is not the case and if it is established that Professional staff were offered in the proposal without confirming their availability, the Applicant may be rejected. Any proposed substitute shall have equivalent or better qualifications and experience than the original candidate and his name be submitted by the Applicant within the period of time specified in the letter of invitation to negotiate.

Taxes:

The Applicant shall be subject to all admissible duties and taxes unless exempted by the relevant tax authority for which the Applicant will have to show the necessary documents certifying the exemption.

Project Plan:

Prior to the execution of the Contract, the successful Applicant will be required to submit Project Plan / Gantt chart that will illustrates the project schedule and timelines that shall be made part of the Contract.

NOTE: *FWBL will not compensate the company for its preparation of response to this RFP nor is the issuing of this RFP a guarantee that FWBL will award a subcontract.*

SECTION 2

PROGRAM BACKGROUND FOR APPRISING APPLICANTS ON CONSULTANCY ENGAGEMENT

Program Scope Background:

FWBL through this project would like to increase its outreach to large clusters /women groups from 3000 to 5000 women in economically viable group (size of 30 to 50 women home based workers residing in the 20 km proximity of FWBL including 1500 women who are already part of initiative under taken through GEP project in 2013) interested in financial products both savings and lending products.

Identify potential clusters carry out their need assessment and design products that are affordable & accessible to these clusters in collaborating with FWBL senior management team. Devise its roll out plan that allows the bank to sell maximum number of products designed under this program.

The bank also intends to build its internal capacity of developing products /product programs to service home based workers for micro & small businesses. Hence the consultants / service providers will have to take the designated tem along throughout the process and provide certification to the successful members who have gained expertise and can replicate the process without external support for developing new product/ product programs.

FWBL through this project also aims to expose its 30-50 senior members of team in management training, including, planning, monitoring, implementing projects and programs and developing soft skills essential for effective management

This is a fixed cost project. The quoted prices must be inclusive of all costs including GST. No GST as separate head will be paid. The price quote should be inclusive of all charges and will be taken as full and final.

SECTION 3

SCOPE OF WORK

Scope of Work

Research based product development for Home Based Workers and Small Scale Women Entrepreneurs involving FWBL Senior Management team.

FWBL has received a grant from Aurat Foundation for enhancing support for women under their Gender Equity Program (GEP). This grant is made possible through the generous support of the United States Agency for International Development (USAID) under Gender Equity Program (GEP) which is being implemented by the Aurat Foundation. GEP works to close the gender gap in Pakistan by actively supporting women's economic, political, and social development. The program helps women access information, resources, public services and institutions so they become full and active members of society. The program also works to change societal attitudes toward women.

Under this activity FWBL intends to:

1. Define and understand the target segment for FWBL, through a robust research
2. Strategic realignment & positioning of the organization in serving the target segment including the development of targeted financial service offerings
3. Capacity building of the organization for improved service delivery through the setting up of a Project Management Unit and Trainings targeted at the FWBL Management & Staff

PROJECT SNAPSHOT

Project Management Unit

Establishing
PMU

Team
Development

Design & Develop Financial Products

Market Survey

Readiness &
Training
Sessions

Marketing Awareness

Development of a
Marketing Campaign &
Success Stories

Arranging ceremonies

PROJECT SCOPE

The overall consultancy engagement is structured and envisaged to be completed into following components:

1. CONDUCT A MARKET SURVEY:

The consulting firm will carry out a comprehensive market survey to find out what financial products do Home Based Workers, Small Scale Women Entrepreneurs, Students from 17 GEP Affiliated Universities and previous GEP beneficiaries want.

To establish this, the researcher will select its sample from as many as possible GEP beneficiaries of the previous grants (640 beneficiaries, 1500 Home Based Women Workers) the research methodology should be robust and swift in order to identify the target market cost and time effectively. At least five new products will be developed after this survey.

FWBL has seen the need to push the frontier to serve the empowerment of women. This act is in line with its mission of being responsive to clients' needs by developing appropriate products.

In this particular case FWBL is interested in designing loan products, liability products and other for this target market which has hitherto been being focused separately neglected by many financial institutions.

To achieve the stated above outcomes the applicant is required to conduct market survey /research based on the following objectives;

- Assessing clients' needs and preferences in these areas
- Finding out the potential clients their strengths and weaknesses
- Assessing the potential for the Home Based Women Enterprise Loan Product and other financial products in these areas
- Coming up with an initial Product Concept based on five financial products that will be refined into a Prototype of three products ready for pilot testing

Applicant applying for the engagement of Market Survey will be required to:

- i. Conduct qualitative or quantitative based market survey and research.
- ii. Will involve the FWBL management throughout its research activity so that the management is also timely updated with the findings and the direction of the research.
- iii. Qualitative research methods will be used to conduct the study. The tools used for the exercise may include:
 - i. Focus Group Discussions using a pre-determined discussion guide
 - ii. Seasonality Analysis
 - iii. Product Attribute ranking
 - iv. Financial Sector Trend Analysis and Relative Preference Ranking exercise.
 - v. Stratified Random Sampling and geographical diversity.

Brief application of survey and research and methodologies are given in Annexure I.

- iv. Applicant will suggest to the management with introduction of at least five financial products based on his research to serve the major purpose of the bank.
- v. Applicant will develop and share a detailed SWOT analysis for the entire proposed product and present the same to the management of the bank to adopt/develop.
- vi. Applicant will be required to submit detail recommendation reports after completion of their respective research/ survey and share and present the same to the management of the bank
- vii. Applicant will liaison with the PMU of the bank throughout the engagement
- viii. Applicant will provide Business Analysis of the suggested products to the bank
- ix. Applicant will also run Concept Testing on the sample size as well. Under Concept testing, the company finds out:
 - 1. Whether the consumers understand the product idea or not?
 - 2. Whether the consumers need the new product or not?
 - 3. Whether the consumers will accept the product or not?

The Evaluation Criteria for assessing the Market Survey Component is mentioned for guidance of firm/firms.

2. Design & Develop Financial Products:

- a) Based on the results of the market survey, the consulting firm will assist FWBL in developing, pre-testing and launching FIVE new banking products/services.
- b) These products will be offered on Markup rates as per bank policy to the target communities preferably to trainees of previous grants, HBWs and GEP implementing partners. At least 5 new products under asset program, liability products offering, risk mitigation/insurance and other will be proposed out of which three will be developed for piloting.
- c) The consulting firm will also propose a monitoring & evaluation framework with well-defined performance and impact indicators which may include but not be restricted to the number of women using the new financial products (GEP beneficiaries, Home Based Workers & Small Scale Entrepreneurs), total number of FWBL staff members serving to non-traditional clients (Home based workers), verified number of bank accounts opened by young women students etc.

- d) The consultant will also suggest and advise in terms of development of Policies and procedures update/ introduction in the bank.

3. Readiness & Training:

Training of FWBL Staff: In order to build the capacity of FWBL in servicing the identified target segment and the launch of the financial products, the consultant will assist with the design & delivery of targeted trainings for the following:

- i. Senior Management
- ii. Regional staff and Branch key staff
- iii. On the new Products and Services features
- iv. Marketing and Sales related to new developed products

The consulting firm will carry out a training needs assessment for the FWBL staff. Following the assessment, it will carry out trainings in 2 tiers. One set of trainings on the new financial products/services will be organized for senior management. The second set of trainings will be organized for 400 core banking staff based in different regions. For cost effective trainings, FWBL will use its own offices and training centers earlier supported by GEP. The core banking staff will then be engaged in offering new products to its customers. A session on gender sensitization will also be incorporated in the trainings.

Re-engagement with previous trainees: The firm will help FWBL engage with the 640 trainees who were trained in grant cycle 2. FWBL will use their tracking system to re invite them to access the newly designed package of FWBL's financial services and products.

4. TASKS

The activities and tasks of the selected Firm will be divided into two phases: development and implementation.

Phase 1: Development

A - Market Research/Demand Assessment. The Firm will research the country's Home Based Workers, Small Scale Women market and young aspiring women entrepreneurs from 17 Universities to identify needs and wants. It will research Small Scale Enterprise units worldwide to pinpoint best practices and features and to determine if and how to apply them in the Pakistan context. It will provide FWBL with a detailed study to be used to guide strategy.

B- Internal assessment. The Firm will assess FWBL's operational, organizational and technological infrastructure. It will scrutinize policies and procedures to

gauge how they facilitate serving Small Scale Women entrepreneurs. It will evaluate the standards by which FWBL assumes risk for its Small and Medium enterprise credit-related business. It will study roles, responsibilities and relationships within the organizational chart and will highlight gaps in human resources. It will understand how the management information system (MIS) manages and tracks the provision of loans. In sum, it will measure FWBL's overall ability to incorporate Small Scale Women entrepreneurs lending into its broader business model from operational, risk, staffing, IT and sustainability perspectives.

C - Products and services review. The Firm will review FWBL's products and services to verify if they meet **Home Based Workers and Small Scale Women Entrepreneurs** needs and wants. If they do not, it will provide suggestions for redesigns to FWBL.

D - New Product Development and Piloting. Based on the mutual agreement three new products will be developed based on the need gap analysis in sections A, B & C and piloted to the **Home Based Workers and Small Scale Women Entrepreneurs** cluster researched in A.

Phase 2: Implementation

Plan provision. The Firm will provide a comprehensive plan for the development and implementation of a full-service **HBW and Small Scale Women Entrepreneurs** unit. It will include an operational blueprint, credit assessment and risk management methodologies, financial projections related to the unit and organization's sustainability, staffing needs, etc.

Manual creation. The Firm will create operational and organizational manuals based on findings from internal assessment. These will define company policies and procedures, standards for risk and staff roles, responsibilities and relationships, respectively.

Staff training. The Firm will train staff on any and all developments related to the **HBW and Small Scale Women Entrepreneurs** product development and research, customer service, operational procedures, products and services, etc.

FWBL intend to train to 400 FWBL employees including 30 to 40 management team members on the marketing and sale of products developed through this research,

SECTION 4

PROJECT MILESTONES

<ul style="list-style-type: none"> • Identification of Target market based on latest surveys [Secondary & Primary Research]
<ul style="list-style-type: none"> • Identify needs and wants within the country's women Home based Workers and Small Scale Women Entrepreneurs Market (HBW & SSWE), benchmark globally and present a detailed market study
<ul style="list-style-type: none"> • Scrutinize how FWBL's operational policies and procedures for serving HBW & SSWE
<ul style="list-style-type: none"> • Evaluate FWBL's credit assessment and risk management methodologies.
<ul style="list-style-type: none"> • Measure FWBL's ability to track increased business activity within its MIS.
<ul style="list-style-type: none"> • Study FWBL's human resources infrastructure. Identify staff positions that need to be increased or created and define roles, responsibilities and relationships.
<ul style="list-style-type: none"> • Review existing products and propose new solutions addressing the identified gaps.
<ul style="list-style-type: none"> • Development of three new financial products and piloting out of the minimum five proposed
<ul style="list-style-type: none"> • Provide a comprehensive plan for the development and implementation of a full-service HBW & SSWE unit.
<ul style="list-style-type: none"> • Create/update operational and organizational manuals, as needed.
<ul style="list-style-type: none"> • Training of 30-50 Senior management team with one comprehensive training report
<ul style="list-style-type: none"> • Training of 400 banking staff with training reports
<ul style="list-style-type: none"> • Reengagement with 640 previous trainees
<ul style="list-style-type: none"> • Engagement with at least 1500 supported Home Based workers and small scale entrepreneurs with preference to home based workers supported by GEP
<ul style="list-style-type: none"> • X Number of new service users during the grant period

SECTION 5

PROPOSAL STRUCTURE

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

1. Organizational Information:

- Organization's legal name
- DUNS Number, if applicable
- Contact name
- Contact person's position
- E-mail address
- Telephone number

2. Description of Methodology:

- Not to exceed three (3) page narratives on the service provider's methodology for executing the Proposed Approach/Objectives/SOW/Deliverables as described above.

3. Timeline: A detailed timeline required to complete the project.

4. Capability Statement: Not to exceed three (3) page narratives on the Consulting Firm's capabilities to perform the scope of work indicating past experience of minimum ten years in developing strategic plans for institutional capacity building. The service provider should include in an annex brief descriptions of previous projects implemented.

5. 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: company or organization name, phone number and email.

6. Staffing: Names of critical staff who will be involved in the project, CVs of critical staff (not to exceed 2 pages), Brief 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: COST PROPOSAL

1. Detailed cost proposal for **implementing the Project and broken-down by deliverables** that must include the following:
 - a. Proposed staff to be involved in the project, rates, number of days needed to accomplish the work etc
 - b. Transportation and logistics costs
 - c. Costs of workshops, trainings, meeting sessions with staff and related materials/supplies

2. The detailed cost proposal should be accompanied with a budget narrative, and supporting documentation that clearly describe how the budgeted amounts are calculated.
 - a. 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.
 - b. 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.
 - c. Budgets should be submitted in Pak Rs.
 - d. Please include a signed bio data form for any proposed staff named in the budget.

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

SECTION 6

EVALUATION CRITERIA

Proposal Evaluation Criteria

FWBL will evaluate all proposals based on the following criteria. To ensure consideration for this Request for Proposal, your proposal should be complete and include all of the following criteria:

1. Overall proposal suitability: proposed solution(s) must meet the scope and needs included herein and be presented in a clear and organized manner.
2. Capability Statement: Not to exceed three (3) page narratives on the Consulting Firm's capabilities to perform the scope of work indicating past experience of minimum ten years in developing strategic plans for institutional capacity building. The service provider should include in an annex brief descriptions of previous projects implemented
3. Organizational Experience: Bidders will be evaluated on their experience as it pertains to the scope of this project
4. Previous work: Bidders will be evaluated on examples of their work pertaining to relevant scope of work done in the past ten years as well as testimonials and references from previous clients.
5. 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: company or organization name, phone number and email along with letter of references, if available
6. Value and cost: Bidders will be evaluated on the cost of their solution(s) based on the work to be performed in accordance with the scope of this project
7. Technical expertise and experience: Bidders must provide descriptions and documentation of staff technical expertise and experience
8. Staffing: Names of critical staff who will be involved in the project, CVs of critical staff (not to exceed 2 pages), Brief 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 to be provided for evaluation.
9. Team composition of the bidding Consultant Firm will be given weight age in the evaluation of the Proposal and reassignment of resources from Project may attract disqualification. If 30% of critical team members are changed and not substituted by equally qualified and experienced critical resource during the project it will lead to disqualification and penalty by FWBL.

Each bidder must submit 5 copies of their proposal to FWBL by September 06, 2016 Bids will be evaluated and ranked by a committee on a best-value basis according to the criteria below (annexure II) Only service providers able to provide all of the requirements listed above will be considered.

Selection shall be based on the following weighted categories:

No.	Criteria	Percentage
1	<p>Technical Approach 50%</p> <ul style="list-style-type: none"> • Comprehensiveness of proposal approach. Clarity and appropriateness of proposed activity. • Implementation plan and proposed timeline are realistic and include all proposed elements of activity. 	
	<p>Past Performance 10%</p> <ul style="list-style-type: none"> • Age of bidders Firm and previous successful experience implementing similar activities. • Bidders will be evaluated on examples of their work pertaining to relevant scope of work done in the past ten years as well as testimonials and references from previous clients. • Sharing of past three projects done in the last two years 	
	<p>Personnel 05%</p> <ul style="list-style-type: none"> • Key personnel have appropriate level of qualification and experience to lead and implement project. • Bidders must provide descriptions and documentation of critical staff technical expertise and experience. • 	
	<p>TOTAL OF TECHNICAL APPROACH & PP</p>	<p>65%</p>
2	<p>Proposed Costs</p> <ul style="list-style-type: none"> • Reasonableness of proposed budget based on scope of activities proposed. • Summary budget, detailed budget, and budget notes included. 	<p>35%</p>

NOTE: FWBL will not compensate the company for its preparation of response to this RFP nor is the issuing of this RFP a guarantee that FWBL will award a subcontract.

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 have experience in conducting trainings, market research, and financial product development in Pakistan. International affiliation and work done abroad in similar markets by the firm will be encouraged.
- ii. Examples of three past projects implemented by your organization with brief description of projects covering critical aspects and deliverables details to be provided
- v. Must have Positive Working Capital for last **3 years**.
- v. Must have Positive Cash Flows from Operational Activities for past **3 years**.
- vi. Timeframe for completion of the project
- ii. Technical Approach and Methodology
- ii. Two page CVs of Critical Staff and Brief Bio data of field team that will be involved in the Project
- ix. The firm should commit to deploy it's dedicated critical team members to complete the project (exclude the engagement partners)

Important information about Location and Timings:

FWBL reserves the right to modify below timeline at any time. Should the due date for proposals be changed, all prospective respondents shall be notified. The proposal must follow as per the following high level schedule.

Location and Timing

Bids/Proposals must be delivered to the FWBL, on or before, **06 Sept 2016 5pm** at FWBL, Head Office GF-2 Reception Area, S.T.S.M Foundation Building, CL-10/20/2, Beaumont Road, Civil Lines, Karachi.

Milestone	Date & Time
RFP Released	23 August, 2016
Deadline for Submission of Questions on email to fouzia.janjua@fwbl.com.pk for Clarifications on RFP	25 August 2016 11:30 am cut off time
Meeting with Bidders for Clarifications on Questions submitted via email by Prospective Bidders at FWBL, Head Office, S.T.S.M Foundation Building, CL-10/20/2, Beaumont Road, Civil Lines, Karachi.	31 August 2016 11:30am
RFP Bid Submission Date and Time	Sept 06, 2016 05:00pm
Opening of Technical Bids at FWBL, Head Office, S.T.S.M Foundation Building, CL-10/20/2, Beaumont Road, Civil Lines, Karachi.	Sept 08, 2016 11:30 am
Opening of Financial Bids	To be decided

As a result of this Request for Proposal, FWBL may do one of the following at its discretion:

1. Award a contract for this Request for Proposal on the basis of prescribed evaluation criteria.
2. Cancel the whole process.

ANNEXURE - I

Tools	Reasons for choice of the tool
Discussion Guide-Led Focus Group Discussions	Focus Group Discussion enables the team to collect detailed information using a discussion guide developed around the main research objectives of the study. The tool allows for more in-depth examination of issues through the dynamics of peer-group discussions.
Seasonality Analysis	This tool is used to determine the cash flow patterns of the communities and give insights into the impacts of seasonal effect on the financial products on offer. The tool also captures information on main sources of income and major household expenditure items. The tool also helps the team to understand areas requiring lump sums of money – potential areas for product development.
Product Attribute Ranking	This tool is used to see how clients and potential clients perceive the components of the current products on offer, and which of these elements they consider important to them. It also helps challenge pre-conceived notions about people's attitudes towards financial services, what matters to them, and why they have those preferences.
Financial Sector Trend Analysis	To understand the changes in the use and availability of a variety of financial services over time and why they are used. The tool has the potential to bring to light competition experienced in the market from the users' point of view and explore reasons for level of operations of different financial service providers at different points in time.
Relative preference ranking	This helps to find out clients' perception of products and services as compared to other service providers in terms of service delivery around key elements such as proximity, processing time, staff attitude, institutional stability, capacity to handle small loans, etc.

Evaluation Criteria Template
ANNEXURE - II

Section I - Technical Approach			Section Weightage	50
I A	Completeness, clarity and innovation to provide leverage.	20	Proposal 90 to 100% addresses the requirements laid down in RFP and provides a detailed roadmap and approach to be followed for conducting the required activity using various techniques .	15-20
			Proposal 80-89% addresses the requirements laid down in RFP and provides a detailed roadmap and approach to be followed for conducting the required activity using various techniques such as flow charts etc.	10-15
			Proposal 70 -79% addresses the requirements laid down in RFP and provides a detailed roadmap and approach to be followed for conducting the required activity using various techniques such as flow charts etc.	5-10
			Proposal addresses less than 70% requirements laid down in RFP and provides a detailed roadmap and approach to be followed for conducting the required activity using various techniques such as flow charts etc.	0
I B	Comprehensive Road map and Details of past experience provided separately	15	Proposal addresses and provides a detailed roadmap and approach to be followed for conducting the required activity	10-15
			Proposal addresses and provides a briefly roadmap and approach to be followed for conducting the required activity	5-10
			Proposal only highlights the required activity and doesn't provide a systematic approach to be followed	1-5
			Proposal doesn't address this requirement	0
I C	Proposal provides approach for Resource Management, Pre & Post assessment / follow up to ensure skill	5	Detailed coverage in the Proposal	3-5
			Brief mentioning in the Proposal	1-3
			No mentioning in the Proposal	0
I D	Proposal to provides approach for quality management and checks and balance mechanism for quality & timely delivery.	10	Detailed approach and coverage in the Proposal available	5-10
			Only mention of Quality Management mechanism in the Proposal	1-5
			No mention relating to Quality Management in the Proposal	0
Section II - Past Performance			Section Weightage	10
II A	Experience of delivering similar project (major attributes covered in Section I)	5	5 to 8 or more projects in the last 10 years	5
			3 to 5 projects in the last 10 years	2-4
			less than 3 projects in the last 10 years	0-1
II B	Team Lead experience of undertaking / spearheading similar implementation project	5	5 to 8 or more projects in the last 10 years	5
			3 to 5 projects in the last 10 years	2-4
			less than 3 projects in the last 10 years	0-1
Section III - Personnel, Team Experience & Credentials			Section Weightage	5
III A	Team: Number of professionals deployed for this project	2	Team comprising 3 or more experienced members (relevant to the project)	2
			Team comprising less than 3 experienced members (relevant to the project)	1
III B	Experience of the team lead for successfully implementing and delivering number of similar projects	3	5 to 8 or more projects in the last 10 years	3
			3 to 5 projects in the last 10 years	2
			less than 3 projects in the last 10 years	1

Section IV - Financial Proposal		Section Weightage		35
IV A	Positive working Capital for last three years and positive cash flows from operational activities for last three years	5	Positive for 3 or more years	4-5
			Positive for 1-3 year	1-3
			Negative	0
IV B	Reasonableness of proposed budget based on the scope of activities proposed	15	Financial Proposal 90 to 100% addresses the requirements laid down in RFP	10-15
			Financial Proposal 80-89% addresses the requirements laid down in RFP and	5-10
			Financial Proposal 70 -79% addresses the requirements laid down in RFP and	1-5
IV C	Summary Budget, Detailed budget and notes of budget included in the proposal	15	Detailed and comprehensive coverage in the Proposal	10-15
			Only summary mentioning in the Proposal	5-10
			Brief mentioning in the Proposal	0-15

The weights given to the Technical and Financial Proposals are T= 65% and F=35%