



## Request for Proposals

**Tender No. USC-IT/2021-06/ICT-004**

Utility Stores Corporation of Pakistan (Private) Limited (USC) which is principally engaged in providing daily consumption items at comparatively cheaper prices through its retail chain store operations across Pakistan. USC intends to invite sealed proposals for engagement of Firm to review business processes and controls and develop policies and procedures manuals and internal control matrix related to following functional areas:

- (a) Accounting and finance;
- (b) Procurement management;
- (c) Stores Operations and Inventory management (warehouses/stores)
- (d) Human resource management

The firm should be an Audit Firm enlisted in Category-A of the Auditors issued by the State Bank of Pakistan and should have satisfactory QCR rating by ICAP.

USC will use "Quality and Cost Based Selection Method". Proposals will be based on "**single stage two envelope procedure**" in accordance with PPRA Rules – 2004. Bidding documents containing terms & conditions, instructions and specifications can be obtained from PPRA website [ppra.org.pk](http://ppra.org.pk) and USC website [www.usc.org.pk](http://www.usc.org.pk).

Sealed bids clearly be marked as "Technical Proposal and "Financial Proposal separately, complete in all respect along with **2% of Bid Security** via pay order/demand draft in favor of Utility Stores Cooperation of Pakistan as part of the Financial Proposal and an undertaking of the same in the Technical Proposal, should reach the office of the undersigned by **July 13, 2021 at 1100 hours**. Bids received after the above deadline shall not be accepted and be returned unopened.

Only "Technical Proposals" will be opened on the same day at **1130 hours**. The "Financial Proposal" will be opened on a later date, which will be communicated to technically qualified & shortlisted bidders only. Sealed Financial Proposals along with bid security will be returned back to unsuccessful bidders within 30 days of formal notice from USC.

USC reserves the right to accept and/or reject any or all bids and to annul the bidding process at any time, without thereby incurring any liability to the affected bidder(s) or any obligations to inform the affected bidder (s) of the grounds for USC Action. All correspondence on the subject may be addressed to the undersigned.

Chief Financial Officer  
Utility Stores Corporation of Pakistan  
USC Plaza, Plot No.20-E, 2nd floor,  
G-9 Markaz, Karachi Company, Islamabad.  
051-9261623

## **TERMS & CONDITIONS**

- (a) Utility Stores Corporation of Pakistan (Private) Limited (hereinafter referred "USC") is registered as Private Limited Company under the Companies Act, 1913 (Subsequently called Companies Ordinance 1984, now called Companies Act, 2017). At present USC is operating more than 4,000 stores throughout the Country. Basic objective of the USC is to protect the real income of the people by selling essential consumer items at prices lower than those prevailing in the open markets; to act as a price moderator in market and deterrent to profiteering, hoarding and black marketing by the private sector.
- (b) One set of "Technical Proposal" and one set of "Financial Proposal" on the prescribed forms given separately sealed, signed & stamped, must be delivered. The Technical Bids will be opened on the same day at (as per time given advertisement published in newspaper) in the presence of the representatives of the bidders who may wish to attend whereas Financial Bids will be retained unopened. Date of opening of financial proposal of technically qualified bidders will be announced later. Financial proposals of technically unsuccessful bidders will be returned un-opened on the financial proposal opening day.

**(c) General Provisions:**

The firm will provide the following documents along with proposal:

- Firm complete Profile showing experience in similar field.
- Copy of Income Tax and Sales Tax Registration Certificate of firm.
- Copy of list of approved Auditors having Category "A" as per State Bank of Pakistan.
- Copy of valid registration with ICAP.
- Copy of valid certificate with regard to satisfactory OCR Rating of ICAP.
- Evidence of number of partners working in the Chartered Accountant Firm (Names, Qualification, Address etc., of Partners).
- Evidence of number of qualified Chartered Accountants hired by the firm (Names, Qualification, and Provide list).
- Complete profile of Staff Deployed including their Qualification & Experience for USC assignment.
- Evidence of conflict of Interest.
- Evidence the Firm must have international affiliation with a firm of international standing and repute.
- List of clients served in FMCG with nature of assignment, date of assignment and annual revenue of the client
- List of clients served in Government & Semi Government with nature of assignment and date of assignment
- Must have one office in the Islamabad.

- The Bank Draft/ Pay Order of Rs. 5,000/- (**non-refundable**) being the Tender Fee in favor of “Utility Stores Corporation of Pakistan (Pvt) Ltd” should be attached with the Technical Proposal.
- Affidavit on Rs. 100/- stamp paper to the effect that the firm is not blacklisted and has no dispute with any Government Organization.
- Affidavit on Rs. 100/- stamp paper that all the information/documents submitted with the proposal are correct and if any information/documents found incorrect the USC reserve the right to disqualify and blacklist the firm.
- All the pages of bidding documents and in case having any erasing/cutting/crossing or over writing etc., therein, must be properly signed by the signing person of the bidder by the authorized signatory, who have been given power of attorney on firm letter head (be enclosed with bidding documents, if any), along with attested copy of his CNIC.

**(d) Form of bid and the bidding process**

Bids will be selected in accordance with the clause (b) of Para 36 of Public Procurement Rules 2004, as a Single Stage – Two Envelope procedure. The bidding process will be as under:

- a) The bid shall comprise a single package containing two separate envelopes. The envelopes shall be marked as **“TECHNICAL PROPOSAL”** and **“FINANCIAL PROPOSAL”** in bold and legible letters;
- b) The envelope No.1 should contain the complete Technical Bid and Bank Draft/Pay Order of Rs. 5,000/- being the Tender Fee in favour of USC.
- c) The bidder must fill Technical performa and necessary information/document must be attached with Technical performa in proper sequence as per **Annexure-A**.
- d) The envelope No. 2 will contain only the financial bid.
- e) Both the above-mentioned envelopes should be put in one large envelope, super scribed **“This envelope contains two duly sealed envelopes containing Tender Document and the Price Bid for Engagement of Firm for Process Re-engineering – in two separate duly sealed envelopes clearly marked so”**.
- f) The bidder must quote his price as per format **Annexure-B**. The rate(s) quoted should be inclusive of all kind of taxes and must be quoted in figure as well as in words. Out of pocket expenses for the assignment shall be quoted separately.
- g) In the first stage, only the envelope marked **“TECHNICAL PROPOSAL”** shall be opened and the envelope marked as **“FINANCIAL PROPOSAL”** shall be retained without being opened;

- h) The technical proposals of all the bidders shall be evaluated. The proposals which meet all the technical eligibility criteria laid down in this document shall be accepted for the second stage;
- i) During technical evaluation no amendments in the technical proposal shall be permitted;
- j) The financial proposals of selected bidders shall be opened publicly on working day. The financial proposals of the rejected bidders shall be returned un-opened;
- k) Both the proposals will be evaluated according to the evaluation criteria and the bidder scoring highest points shall be declared as successful.
- l) USC will not entertain or be liable for any claim for costs and expenses in relation to the preparation of the bid / proposal to be submitted in terms of this document.
- m) Offer shall not be considered if received after the time and date fixed for its receipt.
- n) A bidder (including its Personnel and Sub-Contractor) or any of its affiliates shall not be hired for any assignment that, by its nature, may be in conflict with another assignment of the Bidder to be executed for the same or for another client.

**(e) Opening of Bids**

- a) Bids shall be opened at 11:30 hours on the last date of submission of bids as mentioned in the presence of the Bidder (s) for which they shall ensure their presence without further invitation, as per provision of Rule-28 of Public Procurement Rules, 2004.
- b) No Bidder or its representative will be allowed to keep any digital device (camera, audio recorder, cell phone etc.) during Bid opening meeting at given time and location. Noncompliance will cause the rejection of respective bidder.

**(f) Bid Validity**

The bid validity period shall be 90 days from the last date for submission of the bid.

**(g) Rejection / Acceptance of the Bid**

- a) USC may cancel/reject all bids or proposals at any time prior to the acceptance of a bid or proposal. USC shall upon request communicate to any bidder, the grounds for its rejection of all bids or proposals, but shall not be required to justify those grounds. The client shall incur no liability, solely, by virtue of its invoking sub-rule (2) of Rule-33 of Public Procurement Rules, 2004 towards the bidders. However, bidders shall be promptly informed about the rejection of the bids, if any (As per sub-rule 3 of Rule 33 of Public Procurement Rules, 2004).
- b) The Bid shall be rejected if it is:
  - i. Substantially non-responsive in a manner prescribed in this tender document;

- ii. Submitted in other than prescribed forms, annexes, schedules, documents / by other than specified mode;
- iii. Incomplete, partial, conditional, alternative, late;
- iv. Subjected to interlineations / cuttings / corrections / erasures / overwriting;
- v. The Bidder refuses to accept the corrected Total Tender Price;
- vi. The Bidder has conflict of interest with the Client;
- vii. The Bidder tries to influence the Bid evaluation / Contract award;
- viii. The Bidder engages in corrupt or fraudulent practices in competing for the Contract award;
- ix. The Bidder fails to meet all the requirements of Bid Eligibility / Qualification Criteria;
- x. The Bidder fails to meet the evaluation criteria requirements;
- xi. The Bidder has been blacklisted by any public or private sector organization;
- xii. The Bidder has been served any legal notices or displeasure letters by any public sector organization on serious failures to provide satisfactory services;
- xiii. The Bidder has mentioned any financial implication(s) in the proposal that is in contradiction to this document and Government rules and regulations;
- xiv. There is any discrepancy between bidding documents and bidder's proposal i.e. any non-conformity or inconsistency or informality or irregularity in the submitted bid;
- xv. The Bidder submits any financial conditions as part of its bid which are not in conformity with tender document;
- xvi. Non-submission of verifiable proofs against the mandatory as well as general documentary, qualification and eligibility related requirements; or
- xvii. If the rates quoted by the Bidder are not workable or are on higher side.

**(h) Qualification of the Bidder:**

Bidder should be enlisted in Category-A of the Auditors issued by state Bank of Pakistan and should have satisfactory QCR rating by ICAP.

**(i) EVALUATION CRITERIA**

USC will use **“Quality and Cost Based Selection Method”** under **“Single Stage Two Envelope Procedure”** of selection of Bidders under Public Procurement Rules 2004. Criteria for Technical and Financial Evaluation are enclosed. Scores will be allocated based on evidence available in the proposal only.

The bid shall be awarded on Quality and Cost based Selection (QCBS) taking into account the quality of the proposal and cost of the Services. Technical Bids will carry 70 % weightage and Financials bids will carry 30% weightage under QCBS selection process.

Final Evaluation Proposal would be ranked according to their Final Score arrived at by combining Technical and Financial Score as follows:

**Weightage for the Technical Proposals is 70%**

Firm's Score = (Bid in consideration/Bid with maximum marks) \* 70

**Weightage for the Financial Proposal is 30%**

Firm's Score= (Minimum Bid Value/Bid in Consideration) \* 30

**Final Score = Technical Score + Financial Score**

The firm achieving the highest Final Score will be declared the successful bidder and will be invited for the contract finalization.

**Technical and Financial Evaluation**

**i. Initial Screening**

The following documents/ certificates are the pre-requisite and may be used for initial screening. The Bidder will go in the next stage if it fulfills all the requirement of initial screening which are as under:

1. The Bidder firm must be "A" ranking as per State Bank of Pakistan.
2. The Bidder firm must have affiliation with one of the global audit firms.
3. Declaration on stamp paper regarding non-black listing / delisting.
4. Declaration on stamp paper regarding provision of correct information/documents.
5. Satisfactory QCR Rating of ICAP.
6. Tax Payer Registration Certificate (Income Tax / Sales Tax).
7. Bank Draft/Pay Order of Rs. 5,000/- (non-refundable) being the Tender Fee in favour of USC.

**ii. Technical Evaluation**

The Bidder Firms will be evaluated as per following criteria. Minimum score for competing in the next stage is 60. The Financial Proposal of only that Bidder will be opened which secured 60 or more in the Technical Evaluation. (Technical evaluation performa attached at **Annexure-A**)

**a) Audit Firm's Profile**

S. No.	Particulars	Total Marks	Range	Marks
1.	No. of Partners/Directors at least 10.	15	10 – 15	5
			16 – 25	10
			26 & above	15
2.	No. of Qualified Chartered Accountants (CAs) Employed by Firm excluding Partners/Directors at least 20	15	20 – 40	5
			41 – 60	10
			61 & above	15
3.	No. of Audit Staff/Trainees at least 250	10	250 – 500	5
			501& above	10
4.	Experience of process reengineering/manuals with at least 10 large scaled Govt./Semi Govt. Organizations(Singularly) in last 5 years	10	10 – 20	5
			21& above	10
5.	Experience of process reengineering/manuals with at least 5 large scaled FMCG Organizations (Singularly) in last 5 years	10	5 – 10	5
			11& above	10
Total Marks		60		

### b) Engagement Team Profile for USC

(CVs to be submitted as per format provided in **Annexure-C**)

6.	Team structure and profile of team to be deployed at USC assignment	20	Maximum 20 marks	
Total Marks		20		

### c) Approach & Methodology

7.	Technical approach, methodology and key deliverables for the assignment	15	Maximum 15 marks	
8.	Work Plan/Completion of Assignment	5	Maximum 5 marks	

	Total Marks	20		
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### **(j) Financial Evaluation**

The financial proposal of only technically responsive Bidder firm who will obtain minimum 60 marks will be opened.

The Financial Proposals will be opened in the presence of the Bidders at the time and venue indicated by the USC accordingly. The technically eligible / Successful Bidder(s) / Tenderer (s) or their authorized representatives shall be allowed to take part in the Financial Proposal (s) opening.

The top ranked service provider will be short listed for financial bid opening, if the cost is not within the approved limit set by the management. USC may negotiate with the highest ranked applicant regarding methodology, work plan, staffing, contract price and special conditions of the contract. In case of failure of negotiations, USC may invite the next ranked bidder as per Public Procurement Rules 2004.

### **SCOPE OF WORK**

Utility Stores Corporation of Pakistan wishes to engage a consulting firm to review business processes and controls and develop policies and procedures manuals and internal control matrix related to following functional areas:

- (e) Accounting and finance;
- (f) Procurement management;
- (g) Stores Operations and Inventory management (warehouses/stores)
- (h) Human resource management

Scope of work:

1. Consulting firm's approach may perform following tasks to develop understanding of existing business processes and controls:
  - (a) Review existing documents to develop understanding of in-scope functional areas e.g. financial rules/regulations, service regulations and procurement policy, delegation of power, budgets, chart of accounts;
  - (b) Review organisation structure for these functional areas and review their job descriptions of key management positions and identify shortcomings related to segregation of duties;
  - (c) Perform walkthrough of sample transactions to document understanding in form of process flow charts.
  - (d) Study existing management information system and coordinate with consulting firm engaged to automate business processes to understand proposed changes to business processes.
  - (e) Review existing structure, format and content of reports used for reporting to senior management/external stakeholders.



Consulting firm would be expected to review business process at following locations in Islamabad to develop understanding of existing business processes:

Head Office, Blue Area Islamabad  
Finance Office, G-9 Markaz Islamabad  
Zonal Office, Islamabad  
Regional Office, Islamabad  
Store Type A, Islamabad  
Store Type B, Islamabad  
Store Type C, Islamabad

2. Prepare a gap assessment report in existing policies and procedures with reference to comparable industry practices and applicable laws/regulations and USC's prevalent policies and SOPs,
3. Develop policies and procedures manuals incorporating changes required with reference to control shortcomings or process re-alignment in existing procedures to address gaps identified after discussion with Company's management covering:
  - (a) Finance and accounting manual covering finance team structure, accounting system, applicable accounting framework, chart of accounts, authority matrix, illustrative journal entries, forms, reporting templates for each of following sub-processes i.e. budgeting and planning, revenue and accounts receivables, fixed assets management, intangible assets, inventory management, taxation, advances and pre-payments, cash and cash equivalents, expenses, payroll and retirement benefits, accounts payables, closing procedures, management reporting, statutory reporting, capital and reserves, loan/financing, provisions, contingencies and commitments, foreign currency transactions etc.
  - (b) HR management: covering organisation structure, employee compensation and benefit including grading and salary scales, recruitment and selection procedures, code of conduct, trainings, performance management, transfers/promotions, time, leave and record-management, travel and daily allowances, loan/advances, disciplinary action, grievance redressal mechanism, separation/resignations etc.
  - (c) Procurement management covering procurement principles, procurement planning, requisitioning, solicitation of bids, standard bidding documents, evaluation of bids, bidder's grievance redressal contracting, vendor performance management, blacklisting etc in line with PPRA rules and related circulars s applicable to USC.
  - (d) Stores Operations & Inventory management: Process related to requirements gathering from stores/regions, receipts, warehousing, transfers to stores, bar-coding, recording in inventory management system, recording sales, returns, damages, physical controls over stock (insurance, safe

keeping/movement of inventory, physical verification, reconciliation with books of accounts and related actions etc.

4. Internal control matrix as per COSO framework based on revised process manuals.

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End

**Annexure-A**

**TECHNICAL EVALUATION PERFORMA**

**a) Audit Firm's Profile**

<b>S. No.</b>	<b>Particulars</b>	<b>Numbers/Years</b>
1.	No. of Partners/Directors at least 10. (List of Partners attached with name, qualification and location)	
2	No. of Qualified Chartered Accountants (CAs) Employed	

	by Firm excluding Partners/Directors at least 20 (List of CAs attached with name, qualification and location)	
3.	No. of Audit Staff/ Trainees at least 250 (List of Staff/ Trainees attached)	
4.	Experience of process reengineering/manuals with at least 10 large scaled Govt./Semi Govt. Organizations (Singularly) in last 5 years  (List attached with name of client, nature of assignment, date of assignment)	
5.	Experience of process reengineering/manuals with at least 5 large scaled FMCG Organizations (Singularly) in last 5 years  (List attached with name of client, nature of assignment, date of assignment, annual turnover)	

**b) Engagement Team Profile for USC**

(CVs to be submitted as per format provided in **Annexure-C**)

6.	Team structure and profile of team to be deployed at USC assignment  (Detail attached with Team Structure, names, qualifications, years of experience, list of similar assignments done by each staff member etc.)
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**c) Approach & Methodology**

7.	Technical approach, methodology and key deliverables for the assignment (Detail Attached)
8.	Work Plan with milestones (Detail Attached)

Signature: - \_\_\_\_\_

Name of Authorized Person: - \_\_\_\_\_

Designation: - \_\_\_\_\_

CNIC No: - \_\_\_\_\_

Stamp: - \_\_\_\_\_

**Annexure-B**

**FINANCIAL PROPOSAL PERFORMA**

Name of Firm	
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Description	Remuneration (Rupees)	Out of Pocket Expenses (Rupees)	Applicable Taxes (Rupees)	Total Amount (Rupees)
Total Cost of Financial Proposal				

In Rupees: \_\_\_\_\_

Note: -

1. The quoted rates should be inclusive of all applicable Government Taxes.
2. Please note that amount in figures and words should be reconciled. If the amount differs the lowest amount would be considered.

Signature: - \_\_\_\_\_

Name of Authorized Person: - \_\_\_\_\_

Designation: - \_\_\_\_\_

CNIC No: - \_\_\_\_\_

Stamp: - \_\_\_\_\_

**Annexure-C**

**CURRICULUM VITAE (CV)**

1. **Name of Personnel:** \_\_\_\_\_
2. **Current Position in Firm:** \_\_\_\_\_
3. **Date of Birth:** \_\_\_\_\_
4. **Nationality:** \_\_\_\_\_
5. **CNIC No. (If Pakistani):** \_\_\_\_\_ **or Passport No. :** \_\_\_\_\_
6. **Education:**

<b>Degree</b>	<b>Major/Minor</b>	<b>Institution</b>	<b>Date (MM/YYYY)</b>

7. **Membership of Professional Associations:** \_\_\_\_\_

8. **Other Training**[Indicate significant training since degrees under 6 - Education were obtained]:

9. **Languages**[For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing]:

10. **Employment Record**[Starting with present position, list in reverse order every employment held by staff member since graduation, giving for each employment (see format herebelow):

Employer	Position	From (MM/YYYY)	To (MM/YYYY)

**11. Detail of Work Undertaken**

Name of Assignment or Project: \_\_\_\_\_

Cost of Project: \_\_\_\_\_ Location: \_\_\_\_\_

Start Date: \_\_\_\_\_ Completion Date: \_\_\_\_\_

Client: \_\_\_\_\_

Main Project Features: \_\_\_\_\_

Position(s) Held: \_\_\_\_\_

Activities Performed: \_\_\_\_\_

Actual Time Spent on Project (in Months): \_\_\_\_\_

**12. Certification**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any willful misstatement described herein may lead to my disqualification or dismissal, if engaged.

\_\_\_\_\_ Date: [Day/Month/Year]  
[Signature of the proposed staff]

\_\_\_\_\_ Date: [Day/Month/Year]  
[Counter Signature of authorized signatory]