

**PROGRAMME MONITORING AND IMPLEMENTATION UNIT**

**School Education Department**

**Government of Punjab**

**THIRD PUNJAB EDUCATION SECTOR PROJECT**

**TECHNICAL ASSISTANCE**

**TO THE**

**ISLAMIC REPUBLIC OF PAKISTAN**

**PUNJAB PROVINCE**

**FOR**

**HIRING OF A FIRM FOR  
ADVISING AND IMPLEMENTATION/INTEGRATION OF ERP SOLUTION  
REQUIRED BY PEF**

## 1. **BACKGROUND INFORMATION**

### 1.1. Beneficiary Country and Province

**Islamic Republic of Pakistan, Punjab Province**

### 1.2. Procurement Authority

Under the Third Punjab Education Sector Project and in agreement with the World Bank, the Programme Monitoring and Implementation Unit (PMIU), School Education Department (SED), Government of the Punjab has the responsibility for undertaking this procurement .

### **Background**

Punjab Education Foundation (PEF) was established under the Punjab Education Foundation Act of 1991 as an autonomous statutory body with a mandate to promote educational activities of the private sector operating on non-commercial/ non-profit basis. PEF was restructured under the Punjab Education Foundation Act-XII of 2004 as an independent autonomous body for the promotion of education, especially encouraging and supporting the efforts of the private sector, providing education to the children of poor households through public private partnership.

Under the legislation, the PEF is governed and managed by a Board of Directors. The Government has fully empowered the Board of PEF by granting full administrative and financial autonomy.

Punjab Education Foundation comprises of a head office, located at 87-B1, MM Alam Road, Gulberg III, Lahore with its two regional offices at Rawalpindi and Multan.

PEF currently running SQL Server based Financial Accounting System. HRIS and time/attendance system is an in-house SQL Server database. At this time, the two systems are integrated on a limited basis by using manual export utilities. PEF processes payroll for approximately 500 employees and processes the payments to more than 8,000 schools. Review of PEF official website will give more detailed idea of these information.

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Objective:

PEF is seeking implementation of their existing HRIS and Financial Management System through some off-the-shelf ERP solution.

## **Scope of Work:**

### **Component 1: Business Process Mapping / Documentation / ERP Requirement Gathering**

- Starting from the desk review of the data regarding systems that have already been implemented, firm will be responsible to provide documentation that details the business processes of PEF needed for integration, along with recommendations of modifications in these business processes. This detailed document will be used as a basis for the ERP and process automation of PEF.
- The business processes re-engineering recommendations will also state in detail the reasons for modifications (by clarifying the pros and cons for the proposed changes), the risks associated with them and the risk mitigations strategies that have to be undertaken.
- The documents will contain the inputs, operations and outputs of the business processes, along with their relationships and interdependencies.
- To achieve the required output documents, the contractor will be expected to conduct interviews within PEF, study existing documentation and analyze the current IT systems and data in place.
- All business processes will be categorized in terms of their priority in the documentation (e.g., 'must-have', 'should-have' and 'could-have' features).
- The review will focus on the following departments:
  - o The disbursement departments (FAS, NSP, EVS, PSSP)
  - o Disbursement support departments (CDPD, M&E, ADU)
  - o Core organizational departments
    - Finance
    - HR
    - Procurement
    - Admin
- The produced documents should:
  - o Be according to a previously agreed upon template, which should comply with known industry standards of business process presentation.
  - o Include a compliance list to be used as the basis for a future automation plan.

### **Component 2: Implementation & Training**

- Based on the finalized signed-off requirements, the firm will present a comparative analysis of viable options for ERP implementation, and recommend the hardware, software and hosting configuration. The recommended option must have browser and mobile accessibility, and should be based on state-of-the-art technology, flexible, secure, and should have the

capability of interacting with external software modules via APIs, web services, etc. Client will procure the required hardware and software themselves

- Prepare and agree a detailed design document, data migration plan and implementation plan with PEF, which will include activities and timelines and will ensure proper change management.
- Install and configure the ERP system in a test environment based on the finalized signed-off requirements and selected hosting method.
- Train users and carry out the user acceptance testing (UAT) and obtain a formal sign off from the key stake-holders / users.
- Roll out and support across PEF.

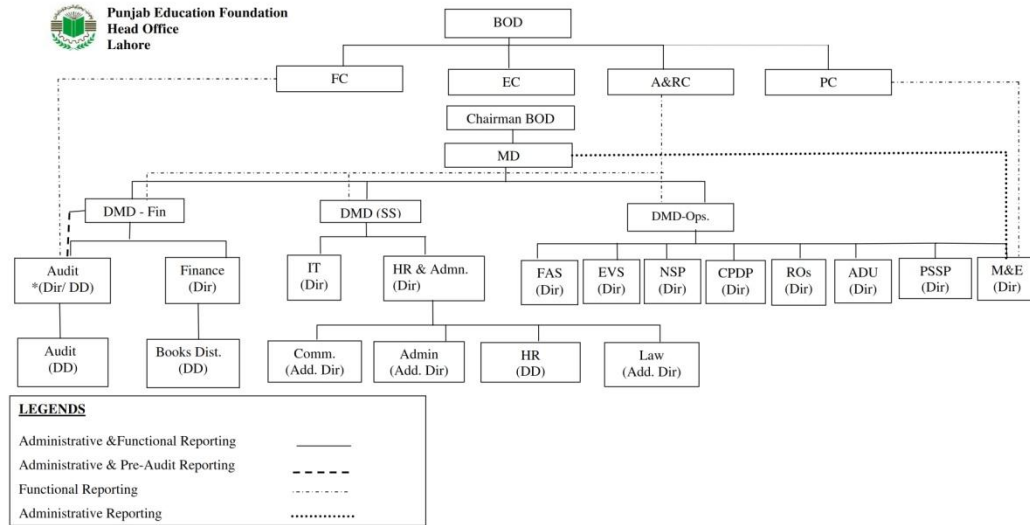
### **Component 3: Integration and Support**

It will be the responsibility of firm to integrate the ERP with existing 18 systems already deployed in PEF.

Firm shall provide free of cost comprehensive support for 6 months after warranty period.

The maintenance during warranty and post warranty period, only to problems arising out of normal functioning of the software. The agreement also excludes addition of new functionality to the software after acceptance. However, the contractor is bound to make additions if asked for, for each requirement as elucidated under component 1 and 2 above. Defects will have to be attended to within 24 hours of reporting and resolved within 48 hours. In case the fault is serious, further time may be given based on mutual agreement. Detail of the above scope of work is described in succeeding paras.

## PEF Organization Structure



## Role of Various Departments in PEF

Role of Various Departments is as following:

1. **Foundation Assisted Schools (FAS)** is the flagship program of Punjab Education Foundation under which assistance is provided to poor strata of society in the province of Punjab through Public-Private Partnership. This program was incepted in 2005 with the ordinary outreach in 6 districts, However, FAS program has now been extended to all 36 districts of Punjab having around 3500 partner schools, inducted through Ten Phases, catering to the needs of more than 1.77 million students. It encourages and promotes quality education through financial and technical support to its partner schools in rural, urban & slum areas of Punjab. FAS follows laid down procedures and SOPs for selection of schools through open transparent and competitive process.
2. **Education Voucher Scheme (EVS)** To ensure socio economic justice and to avoid educational apartheid in the society at grassroots, the poorest of the poor and disenfranchised sections of society must get equal opportunity and access to quality education enabling the future generations to get out of the vicious circle of poverty and deprivation. There is no doubt that education is a strong mechanism that can be used to develop the human capital resources. With this objective in mind, Punjab Education Foundation since its restructuring in 2004 has been struggling to promote

quality education through Public Private Partnerships. Education Voucher Scheme was launched in 2006 with an aim to benefit children belonging to less affluent and underprivileged areas, who otherwise cannot get education due to financial and social constraints. In a short span of time, within 10 years of its age, EVS launched 15 phases in 36 districts all over the Punjab and approximately 5 lakh children are registered and getting quality education in more than 1665 EVS partner schools. The age group of EVS beneficiary is 5-16 years.

3. **New School Program (NSP)** was launched as a pilot project in 2008 to engage private sector entrepreneurs in order to set up new schools in remote, distant and under-served areas of the province. NSP targets to establish schools in areas where there is access gap as government or private schools are unavailable or very few in number. Currently, NSP has 2126 schools in 36 districts of the province.
4. **Public School Support Program (PSSP)** In order to fulfill obligations under article 25-A of constitution of Pakistan and to enhance Involvement of private sector to complement efforts of public sector in provision of free and compulsory education for all children of the age 5-16, the objectives of PSSP are as under:
  - To increase enrolment in low performing Public Sector Schools.
  - To improve quality of education.
  - To provide conducive teaching and learning facilities.
  - To ensure enrolment of Out of School Children (OOS).
5. **Academic Development Unit (ADU)** was established in 2005 to plan and conduct Quality Assurance Test (QAT) for all PEF partner schools. It consists of teams of Subject Specialists of English, Mathematics, Urdu, Physics, Chemistry, Biology and Computer Science. These teams are continuously engaged in developing new resources, materials and items for QAT. They develop question banks for each class and each subject based on the content prescribed under Punjab Text Book Board. These items for QAT are based on Bloom's Taxonomy. In this way ADU plays a pivotal role because it upholds the vision and strategy of the organization through standardized quality assurance tests and promotes quality education in public private partnership. ADU has come up as a respectable entity but it has to meet many challenges keeping in view the rigorous expansion of the programmes and operations in recent years.

Presently ADU has successfully completed the initial pilot phase for in-house conduct and marking thus soon ADU would have more vital and challenging role in organizing the in-house conduct and marking of QAT papers for all programmes.

6. **Continuous Professional Development Program (CPDP)** was established to contribute towards the aim of PEF to promote quality education by providing technical assistance in the form of trainings to PEF partner schools. CPDP has played a major role towards the successful teacher development in different PEF programs. CPDP provides Technical & Professional Assistance to all PEF programs. CPDP consists of core team of 13 personnel who manage administrative side and 55 master trainers (MTs) who train PEF teachers & head teachers. This

team is well equipped and contributes its efforts in capacity building and equipping the teachers and head teachers with competencies required to enhance teachers' performance and effectiveness in the classrooms.

7. **Information Technology (IT)** Department has provides high quality services to allied departments and partner schools, so as working efficiency can be increased. IT department has taken many steps to develop multiuser management system to facilitate internally to the organization and externally to partner schools. One such step is to initiation of Student Information System (SIS) for digitalizing partner's schools data.

SIS is integrated management system that helps partner school for recording, enumerating, arranging information about student's enrolment under the umbrella of PEF. Department of IT has successfully complete data base for information gathering which has helped in shifting manual practices to database management information system. PEF is pioneer in implementing integrated MIS for private school for province of Punjab which justify notion of Public Private Partnership (PPP) as synergy.

8. **Monitoring and Evaluation (M&E)** is a strategic department that tracks the progress and facilitates the decision making. Punjab Education Foundation has a Monitoring and Evaluation (M&E) department that is primarily entrusted upon the collection and evaluation of information from different programs through multiple sources. M&E gives an insight to the senior management on past experiences for improvement in current operations and proper planning in future.

### **Existing Running Systems:**

Following IT Systems/Softwares have been developed in-house by IT Team/Department for maintaining data and disbursement of payment to partner schools/children:-

1. ***Student Information System (SIS) for FAS***

Punjab Education Foundation currently have independent application and database for its FAS program we are facing data integration issues to resolve this issue we required following Services for existing system.

- A. Unified Application for student information system for all program vendors may suggest the tool and technology and implementation techniques.
- B. Data migration from existing databases to unified Student Information System Database.

2. ***Student Information System (SIS) for NSP***

Punjab Education Foundation currently have independent application and database for its NSP program we are facing data integration issues to resolve this issue we required following Services for existing system.

- A. Unified Application for student information system for all program vendors may suggest the tool and technology and implementation techniques.
- B. Data migration from existing databases to unified Student Information System Database.

3. ***Student Information System (SIS) for EVS***

Punjab Education Foundation currently have independent application and database for its EVS program we are facing data integration issues to resolve this issue we required following Services for existing

system.

- A. Unified Application for student information system for all program vendors may suggest the tool and technology and implementation techniques.
- B. Data migration from existing databases to unified Student Information System Database.

***E-Voucher***

For E-Voucher Scheme program currently we are printing and distributing vouchers to parents to minimize the printing and distribution of voucher we are looking for E-voucher system that may generated form system and distributed to parents Mobiles and system need to be developed to collect voucher number from School owners to generate payments

The selected Applicant is expected to conduct their own investigations and analysis and should check the accuracy, reliability and completeness of the information in this RFP document. For any queries regarding any information in his RFP, Applicants communications with the PEF has to be through an official Email.

**4. Student Information System (SIS) for PSSP**

Punjab Education Foundation currently have independent application and database for its PSSP program we are facing data integration issues to resolve this issue we required following Services for existing system.

- A. Unified Application for student information system for all program vendors may suggest the tool and technology and implementation techniques.
- B. Data migration from existing databases to unified Student Information System Database.

**5. Student administration and Payment System (SAPS) for FAS**

Punjab Education Foundation currently has SAPS application and database for its Schools Payment. We need services to improve this system that:

- A. Generate Payment from unified student information systems
- B. Linking with ERP finance module for all financial postings.

**6. Integrated Digital Monitoring Application (DigiMON) with SIS for M&E**

- A. That includes enhancement and integration with Unified student information Database

**7. Integrated Digital Monitoring Application (DigiMON) with SIS for PSSP**

- A. That includes enhancement and integration with Unified student information Database

**8. Teacher Information System (TIS) for FAS, NSP and EVS**

Teacher Information system is catering the data of Teachers and the trainings related data.

**a. Activity Planning for CPDP Trainings**

CPDP Department use this module for activity planning for CPDP trainings.

**b. Teachers Training Payment**

CPDP use this module to enter the Training payments



**9. *Teacher Information System (TIS) for PSSP***

Teacher Information system is catering the data of Teachers and the trainings related data.

**10. *Management Information System (MIS)***

The management information system is being used for reporting purposes and handling the employee management system.

**A. *Geographical Information System (GIS)***

Develop and Integrate with Google Map to record Schools Locations

**11. *Centralize Complaint Cell (CCC) for FAS***

Centralized complaint cell is being used to handle and diary the complaints for track record of FAS partners.

**12. *Centralize Complaint Cell (CCC) for NSP***

Centralized complaint cell is being used to handle and diary the complaints for track record of NSP partner.

**13. *Centralize Complaint Cell (CCC) for EVS***

Centralized complaint cell is being used to handle and diary the complaints for track record of EVS partner.

**14. *Centralize Complaint Cell (CCC) for PSSP***

Centralized complaint cell is being used to handle and diary the complaints for track record of PSSP partner.

**15. *Online Application System for new phase launch for FAS***

Whenever new phase of any program is launched this online application system is used for collection of data from the applicants through online portal.

**16. *Online Application System for new phase launch for NSP***

Whenever new phase of any program is launched this online application system is used for collection of data from the applicants through online portal.

**17. *Online Application System for new phase launch for EVS***

Whenever new phase of any program is launched this online application system is used for collection of data from the applicants through online portal.

**18. *Online Application System for new phase launch for PSSP***

Whenever new phase of any program is launched this online application system is used for collection of data from the applicants through online portal.

**19. *Book Distribution Module for all Programs***

## **ERP KEY BUSSINESS REQUIREMENT**

PEF has more than 500 Employees which will be automated eventually but this tender will not be limited to the automation of ERP should cater key business requirements functions of the organization of all major departments and existing systems. The major key requirements are following:

### **Human Resource**

- I. Administer organizational structures, including formal and informal hierarchies and position management.
- II. Maintain comprehensive worker information from the day that they first apply for a job to the day that they retire.
- III. Define organizational benefit plans and options, enroll workers in benefits, assign dependent coverage, and designate beneficiaries.
- IV. Control absenteeism by establishing, communicating, and monitoring absence policies. This includes approval procedures and centralized or self-registration.
- V. Implement and track profile-based clock in and clock out registrations for workers, enable workers to register work time for specific activities, and generate pay information that can be exported to a payroll system.
- VI. Manage worker competencies to identify and effectively deploy the right people for the right tasks.
- VII. Review performance levels through discussions, and then outline steps for improvement by creating and implementing goals for workers.
- VIII. Set up, deliver, and analyze training courses that include agendas, sessions, and tracks, together with demographic information about participants.
- IX. Administer recruitment initiatives, such as web advertisements, web applications and screening, developments, applicants and applications, and correspondence with candidates.
- X. Payroll (Time and attendance are independent already implemented will be used for Payroll)
- XI. Travel and expense

### **FINANCE**

- i. Mapping and migration of old data in system
- ii. System Administration & User Roles
  1. User Login Information
  2. Authority Matrix
  3. Access Rights
  4. Departmental Information
- iii. Chart of Account
  1. Minimum up to 08 level

2. Hierarchy Wise.
3. Head Wise.
4. Control Account Wise.
5. Notes to the Accounts Assigned To Main Account Heads.
- iv. Chart of Account opening/edit list
  1. Range of Dates
- v. Chart of Account freeze list
- vi. Chart of Account wise no movement Report
  1. Range of Dates
- vii. Accounts Receivable Reports
  1. Type wise
  2. Range of Dates.
- viii. Accounts Payable Reports
  1. Type wise
  2. Range of Dates.
- ix. Ageing Report.
  1. Type wise
  2. Range of Dates.
- x. Particular Account. Tax Report
  1. Range of Dates
- xi. Cash and Bank Summary
  1. Range of Dates.
  2. Particular Account.
  3. Only Cash.
  4. Only Banks.
  5. Banks wise
  6. Combine Balances.
  7. Negative balances
- xii. Banking Transactions
  1. Printing of Cheques
  2. Bank Reconciliation Statement
  3. Cheque Forwarding Letter
  4. List of posted and unposted cheques
- xiii. Vouchers Types List
  1. Type Wise.
  2. Head Wise.
- xiv. Vouchers Edit and cancelled List
  1. Department Wise.
  2. User wise
  3. Voucher's Type Wise.
  4. Vouchers by Number.

5. Vouchers by Date.
6. Posted Vouchers.
7. Un-Posted Vouchers.
- xv. Voucher Approval mechanism
  1. Prepared by
  2. Reviewed by
  3. Verified by
  4. Approved by
  5. Posting and Printing
- xvi. Import and Export of Data
- xvii. General Ledger
  1. Department wise/Cost Centre Wise.
  2. Particular Account Wise/ All Accounts.
  3. Range of dates.
  4. Rang of Accounts Numbers.
  5. Skip zero accounts.
  6. Control balances.
  7. Continuous ledger.
  8. Vouchers with department numbers.
  9. Ledger Analysis Report.
- xviii. Control Accounts Balances Report
  1. Particular Account Number Wise/ All Accounts.
  2. Department Wise.
  3. Range of Dates.
  4. Level Wise.
  5. Only Detail or Control Accounts.
- xix. Monthly Account Balances (Monthly Trial)
  1. Month Wise.
  2. Department/Cost Centre Wise.
  3. Range of Dates.
  4. Particular Account Number Wise/ All Accounts.
  5. With Dual Format.
- xx. Depreciation report
  1. Particular Account.
  2. All Accounts.
- xxi. Trial Balance
  1. Opening Trail balance/ Current Trial Balance.
  2. Particular Level.
  3. Department/Cost Center Wise.
- xxii. Customized Income and Expenditure Account
  1. Runtime Profit and Loss Account.

2. Department/Cost center wise.
  3. Format According to Annual Report.
  4. With PAK (Rs.) or Prior year Balances.
- xxiii. Customized Balance Sheet
1. Runtime Balance Sheet.
  2. Department/Cost center wise.
  3. Format According to Annual Report.
  4. With PAK (Rs.) or Prior year Balances.
- Customized Statement of Comprehensive Income  
Customized Statement of Cash Flows
- xxiv. Notes to the Accounts
1. All Accounts.
  2. Particulars Accounts.
  3. Department/Cost Center Wise.
- xxv. Monthly Financial Reports
1. Notes to Accounts.
  2. Balance Sheet.
  3. Income and Expenditure Statement
  4. Cash flow statement.
- xxvi. System generated documents(Date wise, party wise, item wise, reconciliation)
1. Work order/ Pay Order
  2. Invoices
  3. GRN/ Inspection Report
- xxvii. Budget Module
- xxviii. Projected Cash flow (integrated with Budget Module)
1. Range of Dates
- xxix. Payroll module
- xxx. Cost/ profit Center Accounting
- xxxi. Variances
- xxxii. Financial variance report
- xxxiii. Non-Financial Variance report
- xxxiv. Range of date
- xxxv. Fixed Asset Register
1. Department wise
  2. User wise
  3. Range of Dates
  4. Integration with baseline/ related documents (i.e.GRIN/ inspection report, voucher)
- xxxvi. Inventory Register
- xxxvii. Party wise master sheet

1. Vendor Master Sheet
  2. Partner schools master sheet (Program wise)
  3. Banks master sheet
- xxxviii. Investment Register
1. Portfolio wise
  2. Range of Dates
- xxxix. Data Drill Down from Financial Statements to Ledger Level

***PROCUREMENT (P2P)***

- I. Purchase requisitions
- II. Purchase Order
- III. Vendor Invoice
- IV. Vendor Payments
- V. Reports

***EQUIPEMENT and ASSET MANAGEMENT***

**Equipment and Asset Master**

- A. Technical Information
- B. Custodian
- C. Insurance Information
- D. Track Policy renewals
- E. Mileage
- F. Make / Model
- G. Support for multiple images
- H. Link to Fixed Assets
- I. Ability to track inventory of assets

**Maintenance**

- A. Preventive Maintenance Schedule
- B. Repairs/ Service Orders
- C. Consumption of Parts/ Supplies
- D. Supplies Track Labor

**Financial Integration**

- A. Fixed Asset Information
- B. Depreciation
- C. Post repair/service/maintenance cost to GL

<b>Financial Module</b>	<p>ARC wise Chart of accounts up to 10 levels (Complete financials , I/S, B/S, CF etc)          Complete General ledger          Mark up Calculation of OD account          Taxation calculation , Income Tax, (ST &amp; IT)          General ledger reports          Cash Management (Automated Bank Reconciliation and account Reconciliation with Bank statements/Cash Management Info. System)          Accounts payable          Accounts receivable          Fixed Asset          Complete Reports &amp; Graphical Charts designer &amp; Ratio analysis          customized other than standard reports</p>
<b>Inventory/Purchase Module</b>	<p>Inventory item master file          automated workflow approvals          Whole process of procure to pay Workflow to include all stages starting from inter requisition and ending at GRN          Accurate supplier database          Integration with Invoice/Payments and Accounts          Purchase Order Processing          Dispatch Order Processing          Transactions          Import/Export Management          Sales prices          Inventory stock counts (stock takes)          Lot (batch) control          Inventory reports          Multilevel Warehousing          Analytical Reporting (Stock, Items, warehouses, locations, regions)</p>
<b>Human Capital Management Module</b>	<p>All attributes must be integrated with Finance, payroll and other relevant systems          Personal employee information records          Complete HR Processes (Leave management, Leave encashment, Biometric attendance configuration, notices issued to staff, office circular, transfer letters, Job application data, vacancies management etc.)          Complete Payroll System          Loan &amp; Advances          Medical          Performance appraisal specific in HR process          Workflow Approval tool (procedural approval etc.)</p>
<b>Data Migration</b>	<p>Data Migration of existing accounting data on proposed system</p>

**General Requirements:**

S.No.	Functional Area	Description
1	General usability	The system supports full text search and is not case sensitive
2		The system allows the user to group functions into folders or add functions into a favourites folder
3		The system provides an easy-to-use, intuitive drop and drag, reporting tool which allows ordinary business users to design their own reports without knowing underlying database table structure
4		The system has configurable workflow function for applications and approvals
5		The system should have mobile approval capability.
6		Ability for users to create their own watch list or alerts
7		The system should be accessible through web browser.
8		System should provide the Integrated Social Communication and collaboration between system users
9		System should provide the Application Security and Role based Access
10		The system should support the embedded help for the functionality & features.
11	Reports & Output	The system should enable users to create own, real Time transaction reports.
12		The system provides an easy-to-use, intuitive drop and drag, reporting tool which allows ordinary business users to design their own reports without knowing underlying database table structure
13		The system supports reporting with various date range options such as Year to Date, Month to Date, and date range, Flexibility should be available for date range to be broken up by month, quarter, a specified period or half yearly
14		The system supports reporting based on comparative periods
15		The system supports reporting based on actual v budget and forecast
16		The system allows the generation of defined period comparison reports
17		The system provides graphical reporting which is able to be exported
18		The system supports reporting based on individual and consolidated entity structures
19		The system supports drill-down from Balance Sheet,P&L, Cash Flow and Trial Balance to detailed underlying transactions.
20		The system supports drill down from summary to detail information at a detailed transaction level in Reporting
21		The system produces different views of the same report such as summary/detail
22		The system allows the user to export real time reports and enquiries directly to



		Microsoft Excel(not .csv file format) retaining field formatting
23		The system allows the user to save a report/enquiry in .PDF format
24		The system allows the user to add commentary to reports/enquiries
25		The system should have the multidimensional Reporting capabilities.
26		The system should have the embedded analytic Tools for reporting and analysis.
27		The system should have the mobile reporting Capabilities.

## FINANCIAL REQUIREMENTS

S.No.	Functional Area	Description
1	Accounts	Capture multiple dimensions (e.g. department, Level and segments, product, project, branches. etc.) in the chart of account
2		Ability to record asset, liability, expense and revenue against each dimension in the chart of account structure
3		Capture short as well as long description of Accounts
4		Title-Active hierarchy in chart of account values
5		Ability to provide Short names for chart of A/c structure and generate description for each combination.
6	Calendar	Define calendar based on organization's accounting and reporting requirements
7		Facility to open multiple accounting periods i.e. open the next accounting period before Closing the current accounting period
8		Close an accounting period to prevent any entries in that period
9		Reopen previously closed periods, whether in the same accounting year or previous accounting year.
10	Journals	Enter journal entries manually or interface journals from non-ERP applications, either individually or in batch.
11		Have entry, approval & posting level and amount based journal approval hierarchy with option to edit up to approval stage.
12		Journals to have unlimited number of lines including narration for the journal as well as each line.
13		Look up account numbers and descriptions during journal entry
14		The system provides the function to reverse a journal completely or partially without

		re- entering all the reversal lines
15		User can modify the reversal journal before posting, including but not limited to add / delete journal lines, change posting dates etc.
16		If the period for the original journal is closed, reversal journal will be automatically Generated within the current period
17		The system allows the future-dating of journals, including reversing journals.
18		The system allows users with sufficient access to post back dated journals
19	Recurring & Journal	The system generates recurring journals automatically based on user definable journal templates and posts them automatically, e.g. amortization of prepayment expense
20		The system allows users to copy a journal from a previously loaded journal and make manual adjustments before posting
21	Journal Upload / Download	The system allows users to upload journals Through spread sheet files (e.g. .csv.xls, etc.)
22		The system allows users to upload journals with transactions within the journal using Multiple currencies
23		The system allows users to specify which foreign exchange rate to use for conversion to base currency when posting a journal entry
24		The system allows the downloading of posted or un-posted journals to Microsoft Excel
25	Budget	The system supports the entry of budget information both manually and through Microsoft Excel sheet upload.
26		The system allows the upload of Budget & Re- forecast information directly from Microsoft Excel in a format where dimensions are reflectedIn data
27		Advise the maximum number of budget versions able to be stored
28		Budget scenario can be locked so that no further change is allowed in the locked scenario
29		The system allows for budgets to be loaded for upto 5 years into the future
30		The system allows budgets to be loaded for the Balance Sheet
31		The system allows for budgets to be loaded for non-financial data
32		The system restricts budgets to being loaded only in valid Account combinations
33		Budget information can be defined in accordance with the Account hierarchy to the most detailed level
34	Period Opening & Closing	The system prohibits transactions being posted to closed periods.
35		The system allows an authorized user (and only the authorized user) to re-open an

		accounting period for backdated postings.
36	Year End Process	The system supports year end closure
37		The system provides the out-of-the box functionalities to manage the period & year end closing capability.
38		The system should provide the integrated capabilities for single point of processing during the year-end closing

S.No	Accounts Payables Requirements
1	Capability to maintain the following information per vendor:
	a) Vendor code
	b) Vendor name
	c) Vendors NTN
	d) Vendors Sales Tax Registration
	e) Multiple Contact name
	f) Multiple Vendor address
	g) P.O. Box
	h) E-mail address (Multiple)
	i) Phone number (multiple)
	j) Fax number
	k) Default payment / credit term
	l) Active / inactive flag
	m) Default currency & Alternative currency
	Bank account number (Single vendor can have multiple bank account numbers, one of them should be assigned as default with a provision to change while making payment)
Default delivery options	
2	Capability to classify vendors as local / foreign, registered /unregistered etc.

3	Capability to maintain vendor - item relationship
4	Capability to enter invoices against Purchase Orders (Local and Foreign), Contracts, receipts, etc.
5	Auto matching of invoices against purchase order (local and foreign), contract, receipt, etc.
6	Capability to record invoices in multiple currencies (E.g. OMR, US Dollar, Euro, etc.)
7	Capability to enter multiple invoices against single PO or vice versa
8	Capability to create Debit and Credit note to vendors and apply against invoices
9	Capability to have approval hierarchy for processing of invoices and payments
10	Capability to track assets related information while recording the invoice and later on transfer to the assets module
11	Recording of Landed Cost components against GRN.
12	Capability to support following payment types:
	a) Cheque (printed or hand-written),
	b) Cash
	c) Credit/Debit Card
	f) Bank Transfer
13	Capability to make single payment for group of invoices
14	Capability to make advance to suppliers and record and adjust against future invoices
15	Capability to make partial payments to vendors
16	Capability to have approval routing for petty cash requests
17	Capability to block payments for specific invoices and suppliers
18	Capability to make payments in more than one currency Capability
19	to generate Bank transfer letters with Vendor bank A/C Number and Bank Branch details
20	Capability to able to manage post-dated chques (PDC Management)
21	Capability to have custom check layouts for each disbursing bank
22	Capability to generate credit ledger for all/outstanding transactions with aging

23	Capability to generate report on payments made account-wise, transaction-type wise etc.
24	Capability of deduction of withholding income tax and sales tax
25	Capability to maintain aging periods based on billed dates and billed due dates. Customer/Vendor wise as well as GroupWise.
26	Capability to generate reports for the monthly/weekly withholding income tax and sales tax reports
27	Capability to deal with different tax rates and future tax regimes
28	Reconciliation of Projects wise payment to suppliers and vendors and balancing figure payable or receivable from Project client
29	Capability to record performance guarantee against the vendor received and any payment deducted against the bill with reason for deduction and any liability to be paid against the bill (i.e. Retention money) and whether liability will be paid after deduction taxes or tax has been deducted at the time of booking retention money

S.No	Accounts Receivables Requirements
1	Capability to setup pre-defined billing rules in-line with long-term contracts with customers.
2	Capability to default all customer related information when selected for transaction processing from the customer master
3	Capability to automatically generate bills based on pre-defined billing rules
4	Capability to net payable and receivable invoices from same party acting as a customer and vendor
5	Capability to raise invoice(s) to the customer with adjusted values from the Advance received.
6	Capability to override default receivable terms while entering Invoices
7	Capability to record adjustments to invoices and post to customer accounts
8	Capability to post debit/credit note to customer accounts
9	Capability to maintain aging periods based on billed dates and billed due dates. Customer wise as well as GroupWise.
10	<p>Capability to support following receipt methods:</p> <ul style="list-style-type: none"> <li>a Cash</li> <li>b Cheque</li> <li>c Bank Transfer</li> <li>d Credit Card</li> </ul>

11	Capability to apply single receipt to single or multiple invoices, or multiple receipts to a single invoice
12	Capability to generate receipts for all type of payments
13	Capability to raise Advance Invoices
14	Capability to credit separate GL control account for advance payments, e.g. different from the AR control account
15	Capability to record bounced cheques and re-instate invoices
16	Capability to record advance receipts against order
<b>S.No</b>	<b>Fixed Assets Requirements</b>
1	Generate automatic asset numbering as well as manual numbering
	Maintain the following information per asset item:
	a Asset description
	b Asset serial number
	c Asset bar code
	d d. Location
	e Asset main category
	f Asset sub category
	g Department/Cost Center
	h Custodian
	i Employee Number
2	j Purchase date
	k Depreciation start date
	l Service start date
	m Vendor
	n PO reference
	o Invoice reference
	p Warranty period, e.g. start and end dates
	q Original cost
	r Salvage value
	s Useful life in month/years
	t Depreciation method
	u Rate of Depreciation
3	Define parent child asset relationships
4	System should be able to depreciate assets using reducing balance depreciation method
5	Ability to calculate depreciation based on groups of assets:

	<ul style="list-style-type: none"> <li>a. By Asset Class</li> <li>b. By Asset Group</li> </ul>
6	<p>Ability to recalculate depreciation on asset</p> <ul style="list-style-type: none"> <li>a. Based on a change in value</li> <li>b. Based on a change in depreciation schedule</li> <li>c. Based on a change in asset life</li> </ul>
7	Ability to capitalize assets
8	<p>Ability to automatically process and post transactions:</p> <ul style="list-style-type: none"> <li>a. Special Depreciation</li> <li>b. Additional Depreciation</li> <li>b. Cost Adjustments, if any</li> </ul>
9	System should allow user definable depreciation formulas
10	Ability to define depreciation conventions, such as Mid-Month convention, End-of-the-Month Convention etc.
11	<p>Transfer assets between:</p> <ul style="list-style-type: none"> <li>a Divisions/Departments/Cost Centers</li> <li>b Regional locations</li> <li>c Custodians</li> </ul>
12	Transfer all or part of an asset
13	Transfer groups of assets
14	Ability to generate transfer slips in case of asset transfers
15	Fully retire
16	Partially retire
17	Reinstate retired assets
18	Ability to process sales of fixed assets with the Automatic creation of gain/loss transactions
19	Different retirement accounts for gains and losses
20	Revalue assets (change the basis of depreciation and net book value) and adjust the cost of an asset, e.g. capitalization of renovation cost, useful life, depreciation % and write off amounts
21	Ability to revalue a single asset or group of assets based on percentage or value
22	Ability to record and amortize revaluation reserve based on International accounting standards
23	Ability to maintain a physical control of assets and be able to track assets by serial number, asset number, custody number and project/ cost Centre/ Regional location.

24	Ability to create a Fixed Assets Verification Sheet, containing asset code, location, physical balance.
25	<p>Generate fixed assets register by:</p> <ul style="list-style-type: none"> <li>a Department/Section</li> <li>b Regional Office</li> <li>c Gain and Loss on asset sales</li> <li>d Projected Depreciation</li> <li>e Custodian</li> <li>f Cost Center wise</li> <li>g Period depreciation reports - summary</li> <li>h Asset depreciation per period</li> <li>i Period</li> </ul>
26	Generate asset depreciation register (detail and summary)
27	Report on fixed asset transactions history (i.e. fixed assets movement)
28	Generate unposted depreciation calculation report before transferring them to GL but after running depreciation in the assets module
29	<p>Following activities should generate a report output:</p> <ul style="list-style-type: none"> <li>a Asset transfer</li> <li>b Asset Disposals</li> <li>c Asset retirement in the form of sale, scrap, write off etc.</li> <li>d Asset addition</li> </ul>
30	Generate automatic reconciliation report for GL and depreciation register
31	The system has the ability to track the transfer of assets and all associated history (e.g. from one category to another).
32	The system automatically populates the asset record with information related to the purchase (from Purchasing and Accounts Payable), such as contract number, purchase order number, bid number, cheque number, invoice info, vendor, GL account, etc.
33	The system should provide barcode capability to accurately verify inventory with an electronic link to the fixed asset system. The system should also have the option to track assets by RFID.
34	The system allows the user to copy asset information from another, pre-existing asset.



S.No	Cash Management Requirements
1	Capability to perform electronic bank reconciliation. Capability to upload bank statement softcopy into the system.
2	Capability to manually enter the following reconciling items: A Bank charges B Bank interests C Other miscellaneous transactions that appears on the bank statement
3	Capability to search available transactions using various search criteria: A Transaction type B Reference number C Amount D Transaction date E Transaction description
4	Print bank reconciliation report reconciled, un-reconciled as per bank Statement
5	Print transactions available for reconciliation report
6	Generate bank reconciliation statement showing balances as per books and bank with the receipts in transit and payments not cleared in detail as well as in summary
7	Print bank reconciliation statement as of a historical date with the statement showing unreconciled lines as of that period
8	Capability to deal with Petty cash balances and expenses at different locations
9	Maintaining project wise bank accounts and its reconciliation with the Project receivable and payable balance
10	Bank reconciliation with Cash Management System of the bank and arrear report to be generated ARC wise, station wise. aging analysis of arrears (i.e. ARC wise, station wise)

## PROCUREMENT REQUIREMENTS

S.No.	Functional Area	Description
1	Create purchase orders.	<ul style="list-style-type: none"> <li>• User can create a purchase order for goods.</li> <li>• User can Create a purchase order for services.</li> <li>• User can split purchase order lines between two charge accounts.</li> <li>• User can create a purchase order from requisition lines.</li> <li>• User can create a purchase order with manual grouping of requisition lines.</li> <li>• User can create a purchase order from a catalogue</li> </ul>

		<ul style="list-style-type: none"> <li>• User can create a blanket purchase agreement.</li> <li>• User can view and submit a purchase order.</li> </ul>
2	Amend purchase orders.	<ul style="list-style-type: none"> <li>• Buyer / user can Initiate a change request.</li> <li>• Requester / user can Initiate a change order.</li> <li>• User can view a PDF for a purchase order.</li> </ul>
3	Process requisition lines.	<ul style="list-style-type: none"> <li>• User can find requisition lines to process.</li> <li>• User can reassign a requisition to other user.</li> <li>• User can return a requisition to a requester.</li> </ul>
4	Create a supplier agreement	<ul style="list-style-type: none"> <li>• User can create a blanket purchase agreement and</li> <li>• Transfer it to a supplier.</li> <li>• User can create a blanket purchase agreement with</li> <li>• Notifications.</li> <li>• Buyer / user can create a contract purchase</li> <li>• agreement.</li> <li>• Buyer / User can view a PDF for an agreement.</li> <li>• Buyer / user can create a negotiation from an open</li> <li>• agreement.</li> <li>• Buyer / user can view and submit a purchase</li> <li>• agreement.</li> </ul>
5	Manage Purchase Order Life Cycle.	<ul style="list-style-type: none"> <li>• User can review the purchase order lifecycle in a dashboard mode</li> <li>• User can cancel a purchase order.</li> <li>• User can duplicate a purchase order.</li> <li>• User can search for a purchase order.</li> <li>• User can reassign a purchase order to other user / buyer</li> <li>• User can view change order history.</li> </ul>
		<ul style="list-style-type: none"> <li>• User can define approved supplier list &amp; statuses.</li> <li>• User can Define supplier products and services.</li> <li>• System should provide the web based access to the</li> </ul>
6	Requisitioning	<ul style="list-style-type: none"> <li>• user for requisition creation.</li> <li>• System should provide the capability to create the</li> <li>• multiple line creation and spilt line into two or more accounts capabilities.</li> <li>• Trace the life cycle of a requisition by reviewing</li> <li>• requisitions placed on a single purchase order and</li> <li>• multiple purchase orders.</li> <li>• System should provide the single view workbench to</li> <li>• monitor the requisition lifecycle.</li> <li>• System should have the capability of approval,</li> <li>• rejection and assign requisitions.</li> <li>• System should provide the guided negotiation</li> </ul>
7	Tendering	<ul style="list-style-type: none"> <li>• creation process</li> <li>• System should provide the re-usable</li> </ul>

		<ul style="list-style-type: none"> <li>• templates for future tendering / sourcing process</li> <li>• System should have the capability of question library for overall requirements</li> <li>• User can create multiple question types</li> <li>• User can create alternate lines and proposals</li> <li>• System should support the two-stage RFQ</li> <li>• System should provide the negotiation and award approvals</li> <li>• System should support the Surrogate bidding</li> <li>• System should have the capability for collaboration with key stakeholders</li> <li>• System should provide the online messages for</li> <li>• suppliers and internal stakeholders</li> <li>• System should have the capability to create</li> <li>• Questionnaire for supplier's responses.</li> <li>• System should have Spread sheet support for supplier responses and award analysis</li> <li>• System should provide the capability of Award analysis</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• System should be able to organize supplier data into meaningful qualifications</li> <li>• User can save questions in system library for future re-use</li> <li>• System should enable user to evaluate specific</li> <li>• qualification areas and assess suppliers</li> <li>• System should use qualification data in supplier research</li> <li>• System should take recommended actions to address recent activity</li> <li>• System Should provide the capability to user to</li> <li>• receive alerts when relevant supplier information</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• becomes available</li> <li>• System should provide the capability to user to</li> <li>• receive early notifications on expiring qualifications</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• System should provide the Supplier agreement</li> <li>• collaboration capabilities.</li> <li>• System should provide the Supplier change order management capabilities.</li> <li>• System should provide the Electronic invoice dispatches</li> <li>• System should have the workflows management for easy to use.</li> </ul>
10	Procurement Contracts	<ul style="list-style-type: none"> <li>• System should provide the single organization level contract management solution</li> <li>• System should provide the guided procurement contract creation and approval capabilities.</li> <li>• System should provide the drag and drop contract authoring capabilities.</li> <li>• System should have the capability of deliverable tracking for each contract.</li> <li>• System should be able to collaborate with Microsoft word.</li> <li>• System should allow to quickly find contracts and structured search terms,</li> <li>• free-text string searches, contract tags,</li> </ul>

- System should track the Amendments / updates.
- System should send the renewal notifications to the concerns.

## Human Resources Management System

<i>Business Requirements</i>
The System should send open positions to employees
The system should facilitate to create online Employment Requisition (ER) with multiple levels of approvals.
The system should provide the manager concerned to be able to review the job description for the vacant position to ensure that the functions, responsibilities and the minimum educational and experience requirements are currently valid.
The system should have the facility for maintenance of data on recruitment System should assist in online tracking/monitoring of applicants through each stage of the recruitment cycle.
The system should have the facility to store applications received through online forms or otherwise.
The system should have the query facility to search for one or more applicants and then drill down into their detailed resume information.
The recruitment data bank should hold individual applicants' CVs containing personal details, competencies, previous work experience and academic attainments. It should be possible to identify the source of the application.
The system should allow flexibility in retrieval of information from the data bank, for example by name, competencies, designation etc.
The system should have the ability to define a short-listing criteria(ion) based on some defined parameters.
The system should create hard copy call letters or send e-mails to short-listed candidates.
The system should record scores for recruitment tests.
The system should record interview results with detailed comments.
The system should create hard copy letters or send e-mail to unsuccessful candidates.
The system should maintain suitable salary offer for selected candidate based on proposed grade, position, qualification, experience, department rules and the details of interview report.
The system should be able to create an offer letter for the successful applicant.
The system should maintain a history file of unsuccessful candidates; this would enable to decide whether the candidate should be considered or not considered for a similar position arising in the future depending on the reasons (e.g. medically unfit, decline the offer, security disapproval).
The system should maintain pre-employment medical examination results.
The system should have a checklist for all the necessary documents required from a successful candidate should be available.
The system should generate alert if the necessary documents required from a successful candidate have not been received and entered in the system.
System should be able to generate and assign employee ID number to the successful applicant.
System should provide facility for creation of checklist to be filled by departmental heads for employee confirmation in service after completion of probation period

System should allow extension in probationary period, if required.
System should maintain following employee information: <input type="checkbox"/> Employee Personal Details <input type="checkbox"/> Previous work experience <input type="checkbox"/> Education/ qualifications/ certification records of employee
<input type="checkbox"/> Record of Language proficiency of employee <input type="checkbox"/> Record of Professional memberships attained by employee <input type="checkbox"/> Record of employee career history <input type="checkbox"/> Record of employee's competence profile <input type="checkbox"/> Record of employee basic data <input type="checkbox"/> Record of employee dependents <input type="checkbox"/> Others <input type="checkbox"/> New appointment from recruitment <input type="checkbox"/> Deputation <input type="checkbox"/> Promotions <input type="checkbox"/> Transfers <input type="checkbox"/> Resignation <input type="checkbox"/> Termination, Dismissal, Suspension <input type="checkbox"/> Salary increments <input type="checkbox"/> Pensioner's nominee information
The system should facilitate the management of disciplinary and grievance cases.
System should support single/multiple levels of approval for handling disciplinary actions and grievances.
System should be able to define and maintain contracts for permanent / contract employees.
System should be able to define and maintain contracts for permanent / contract employees.
System should enable organization to plan, model and deliver organizational changes such as re-organizations or mass changes.
System should provide the ability to track position details, evaluation criteria, and position profiles including assigning positions to assignments, tracking open positions, and creating hierarchies for reporting & approvals.
System should allow to define and maintain Absence Plans, Accruals, Eligibility and Enrolments. System should also support Recording of Absences.
The system should have the facility to define and configure rules, procedures, workflow and policies for all kind of leaves based on a grade. For example annual, sick (with pay, half-pay and without pay), Hajj, Maternity, etc.

### **Payroll Management**

<b>Business requirement</b>
The system should support Pakistan income tax rules, calculation of Gratuity, Employee & Employer Provident Contribution and pension commutation.
The system should support processing of retrospective changes to salary data.
The system should be able to facilitate generation of the Final Settlements for outgoing employees, including outstanding salaries, recovery of allowances (if any) and End of Service Benefits. Any handling

over taking over from outgoing employee
The system should be able to generate Payroll transactions for automatic deduction of Employee's contribution and produce a report of the deductions every month.
The system should be able to define the compensations elements, allowances, associated benefits, remunerations and other facilities based on employee grade.
The system should allow creation and maintenance of separate policies for each of the different types of allowances based on grade, employee status, place of work, etc. Allowances parameters are subject to change, based on Management approval.
The system should have the facility of updating of the compensation elements, allowances, associated benefits and remunerations.
The system should have the facility to provide salary position of all employees within the salary range i.e. by quartile, midpoint, blocked, etc.
The System should support parallel processing for computing the payroll of large employee population in minimal time.
Based on organization requirements, system should quickly and easily process payroll on the required frequency.
The system must be capable of processing period specific allowances/deductions for an employee or group of employees.
System must have capability to execute the multiple payroll runs for any department / region /division (e.g. earlier payroll run for Christian employees on Easter/Christmas).
The system must allow changes to be made in any relevant data before payroll processing. If due to any of the changes a monetary payment or deduction is required to be made and accordingly the system must be capable of calculating the arrears from the given date if required, for the same and process it accordingly with the monthly processing of salary.
The system must allow entry and processing of temporary (one time) changes of payments and deductions.
The system must check the amount field for every pay, allowance, or deduction for its minimum and maximum limits set out in the policy parameter (if applicable).
The system must be capable of automatically generating the transactions for communicating the monetary information regarding salaries paid during the month to the GL system according to the relevant account head as per the Chart of Accounts
System must be capable of defining the Income Tax rates / brackets. For example, by salary brackets, year, gender, age, etc according to the said rule of Govt. Of Pakistan
System must accommodate changes in the formula for calculation of income tax if required, without the amendment of software.
The system must be capable of making recoveries against different loans and advances disbursed to employees.
Maintenance of employee payment history at any time. There should be a facility within the system that allows changing current date to a past date and show earnings, deductions, and associated calculations exactly as they were on that day.
There should be an option to put start and stop dates on pay-related information.

## **Milestones**

The entire project will be divided into multiple milestones. Each deliverable will include the following:

- Submission of document(s) covering the deliverable scope.
- Presentation of the findings detailed in the document and review by PEF
- Approval by PEF.

#	Milestone (Component-1)	Time	Payment
1	Inception report <ul style="list-style-type: none"><li>□ Template document(s) for detailing business process mapping and re-engineering (BPMR) and the automation compliance list.</li><li>□ Work breakdown, mechanism &amp; schedule.</li></ul>	2 weeks	5%
2.a.	BPMR covering the four disbursement departments and Finance.	4 weeks	5%
2.b.	BPMR covering all remaining departments (in parallel with 2.a.).	4 weeks	

#	Milestone (Component-2)	Time	Payment
1	Finalized and approved detailed project plan, including the design document, hosting and data migration plan, and training and implementation plan.	2 weeks	15%
2.a.	Installation, configuration, customization and data migration.	3 months	20%
2.b.	Successful UAT and sign-off	2 weeks	
3.	Go live (roll out across PEF)	2 weeks	30%

#	Milestone (Component-3)	Time	Payment
1	Integration, Training and Support	4 months	25%

NOTE: Timeline for implementation of ERP can be revised on the basis of BPMR mentioned in 2a & 2b and will be discussed during project with mutual consent of both parties.

## **Eligibility Criteria**

The eligibility criteria should include the following:

- Track record of implementing globally deployed ERP systems (for the functional areas mentioned above).
- Expertise in IT consultancy for business process automation.
- Expertise in preparing technical and business requirement documents (which comply with known industry standards).
- At least ten (10) years' experience required in business process analysis and re-engineering, and ERP implementation.
- The project team personnel must have relevant certification in the ERP system which will be implemented.
- Audited financial statements of last 3 years will be required.

Verifiable proof for all the above shall be mandatory.

## **Evaluation Criteria**

The short listing criteria for Expression of Interest are:

- (i). Corporate Capacity firm (registered as such for at least 10 years) and years of experience in same business) with proven relevant background for implementing ERP solutions and should secure minimum marks under each criteria:

### **EOI Evaluation Criteria**

Sr. No.	CRITERIA	Marks		
		20	15	10
1	Track record of implementing globally deployed ERP systems (for the functional areas mentioned above).	Successful Implemented ERP Solution $\geq 20$	10= $\leq$ Successful Implemented ERP Solution $< 20$	4= $\leq$ Successful Implemented ERP Solution $< 10$
2	Expertise in IT consultancy and at least ten (10) years' experience required in business process analysis and re-engineering.	Expertise in IT consultancy and at least ten (10) years experience required in business process analysis and re-engineering. $\geq 20$	10= $\leq$ Expertise in IT consultancy and at least ten (10) years experience required in business process analysis and re-engineering. $< 20$	4= $\leq$ Expertise in IT consultancy and at least ten (10) years experience required in business process analysis and re-engineering. $< 10$
3	Expertise in preparing technical and business requirement documents (which comply with known industry standards). CMMI Certified	If firm is CMMI Certified and has level 5	If firm is CMMI Certified and has level 3	If firm is CMMI Certified and has level 2
4	Project team personnel must have relevant certification in the ERP system	No of Certified Personnel $\geq 10$	6= $\leq$ No of Certified Personnel $< 10$	2= $\leq$ No of Certified Personnel $< 6$
5	Have well equipped functioning offices	Head office in Pakistan: Office in North: Office in South:	Head office in Pakistan: Office in North:	Head office in Pakistan:

The attention of interested Consultants is drawn to paragraph 1.9 of the World Bank's [Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers](#) [January 2011 & Revised July 2014] ("Consultant Guidelines"), setting forth the World Bank's policy on conflict of interest.

A consulting firm will be selected in accordance with the Selection Based on Consultant Qualification



(CQS) method set out in the World Bank's Guidelines: Selection and Employment of Consultants (under IBRD Loans & IDA Credits and Grants) by World Bank Borrowers (2011 and revised 2014).

A consulting firm may associate with other firms in the form of a joint venture or a sub consultancy to enhance their qualifications.

Further information can be obtained at the address below during office hours *i.e. 0900 to 1600 Monday to Friday*. TORs & Instructions for submission of Expression of Interest can also be downloaded from PMIUs' Website: [www.pesrp.edu.pk](http://www.pesrp.edu.pk).

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