

**DAGP response in reference to the Pre Bid meeting dated 18-01-2022 of \*"Capacity Building and Change Management**

Sr. NO	Questions	DAGP response.
1.	1. An Entity that has average revenue of Rs.350 million over the last three years but did not Rs. 175 million in a single contract of similar nature, can be eligible to award the contract.	Similar contract means quality assurance, HR , change management and capacity building not necessarily combination of all assignments Any entity which demonstrate that it has work experience of one such assignment covering one or more of the above mentioned domains would be eligible .The requirement is from the whole consortium and not from every member
2.	2. An Entity that has average revenue of Rs.350 million over the last three years as well Rs. 175 million in the performance of more than one contract of similar nature, Trainings and by offering Certifications can be eligible to award the contract.	Yes.
3.	3. An Entity that has average revenue of Rs.350 million over the last three Years, is he meet your requirement of sound financial standing?	Yes.
4.	4. Is there flexibility related to training/capacity building	Experience including article-ship should be five years or more.

	related experience of audit specialist I (5 years)?	
5.	5. What is the expected level of audit specialists' involvement during the project? (Intermittent basis or full-time deployment at site for duration of project)?	At the minimum 8 project staff under a Permanent Project Dir would be deployed on a perpetual basis. However the firm is at its own facility to interchange the engagement of individuals as per its convenience and work plan and that include Intermittent addition or retraction of consultant subject to a bare minimum eight consultants at any instant during the course of project. The Project Director will not be changed.
6.	6. Can we share the audit experts between component 1 and 2?	Yes
7.	7. What are the likely payment milestones for this project? How long does it take to process payment of invoices?	We are enclosing a provisional payment schedule The bidder may enclose its own payment schedule, however the payment schedule is not expected to be substantially altered.
8.	8. Is there any possibility of extension of bid submission timeline?	There is currently no such consideration.
9.	9. Component I: With reference to training of 150 officers in an accredited accounting qualification, can you please clarify following points: Who would be eligible for this certification (education background, experience). Did you	PIPFA / FPOE qualified officers are eligible. Firm can provide a need assessment as a part of its proposal. The potential candidates would be available for at least 2 years The Firm can plan its own methodology and work plan for deployment of audit specialists

	conduct any formal need assessment?	
10.	10. Would these be conducted at field office level or any regional offices level.	Primarily the five premises of Audit and Accounts Academy ie Peshawar, Karachi, Islamabad, Quetta, Lahore and Islamabad. However other premises may also be offered depending upon consensus and circumstances
11.	11. Who would bear training venue, meal and related costs of participants?	Will be borne by DAGP
12.	12. Is recognition of 150 trainees to “full chartered membership” a mandatory condition	A tertiary level full professional accountancy qualification is required which is accredited and recognized by a member of International Federation of accountants having statutory status of both its existence and its members ( either statutory by an act of chartered by the King/Queen/Head of state)
13.	13. Who will fulfill the requirement of the “Practical Training” on the successful completion of the training modules?	The Consultant is required to develop a practical training work plan. DAGP would be responsible for its execution.
14.	14. Knowledge Hub for PAAA to be developed by the bidder, Can you please clarify if consultant is supposed to be involved in development of knowledge hub or it is just providing proposal for innovation hub at this stage?	A working proposal and memorandum of Understanding for such partnership in future However this will be a separate framework agreement
15.	15. Component 2. With reference to training of 800 officers, can you	The quantum of such training require a hybrid mix ie MOCC etc. The Firm is at its discretion to devise a realistic model and would be evaluated

	<p>please clarify following points:  Is there some idea what would be the mix of “e-learning courses” and “class-room training” for 800 certification courses?</p>	
16.	<p>16. Component II:  In case of classroom trainings, can you please elaborate following:  How you will identify candidates for these certifications. (Educational background &amp; experience)</p>	<p>AGP office will provide prospective candidates. However it is expected that the bidder will help in providing a pertinent criteria and would help DAGP administer a test for selection</p>
17	<p>17. Where would these trainings be conducted (Cities in Pakistan) – Regional level or field office level?</p>	<p>Primarily The five premises of Audit and Accounts Academy Karachi, Lahore, Islamabad, Peshawar and Quetta. However, field audit offices can also be selected as per consensus and depending upon circumstances</p>
18.	<p>18. What would be the time span of these training sessions?</p>	<p>As per standard of short certifications, 40 to 70 learning hours are expected followed by evaluation and assessment and certification recognized preferably by a member of IFAC. The course contents should be equivalent to the pertinent gold standard thematic certifications where applicable. However, duration can vary keeping in view any specific course.</p>
19.	<p>19. We understand the venue, meals and related costs of participants would be arranged by DAGP. Consultant’s input would be restricted to time input</p>	<p>Yes.</p>

	of audit specialists in material development and conducting training.	
20.	20. What do you mean by devising an “incentive scheme for certifications” mean? Does it mean discounted certifications?	The prospective bidder would advise AGP to include the newly introduced certifications in the already existing incentive lists / certifications. The bidder on the basis of Contents offered would certify that the holder of the offered trainings have the similar / same level of evaluations if compared to a pertinent thematic course.
21.	21. Component III: With reference to Change Management Workshop can you please clarify following points: What does the “facilitation” to DAGP change management team mean here? Is the consultant expected to deliver change management training in all 32 field audit offices (5K staff & 100 trainings) or just train change management team? Where are these change management training likely to be arranged? Would these be conducted at head office level or regional offices?	The 50 change agents as nominated by AGP team would be trained in the precepts of Quality, change management and spread. The firm would design the workshops material and contents. The change managers would be actively engaged in holding workshops pertaining to AMIS and thematic areas capacity building.
22.	22. Who would be likely members of change management teams? Wouldn't AIMS related change management workshops be managed by AIMS implementation firms?	The current paradigm of capacity building signify a comprehensive change management team. As mentioned that the DAGP desires to produce change management/ quality management Human resources that will facilitate AMIS and capacity building initiative in Field Audit Offices and in executive departments DAGP envisage an in-house change

		<p>management and quality management team  The Consultant is needed to train 50 change agents in the concept of Change management, quality and spread.  The designing of workshops contents and presentation materials would be the part of scope. The change management team would be awarded a certificate of acknowledgement of training based on an evaluation at the end of program.  The change managers would conduct change management workshops</p>
23.	<p>23. How would the tool kits for thematic audits be incorporated into AIMS and how long it may take?</p>	<p>The vendor would include this in its proposal in relation to overall work plan.  The AMIS is designed to incorporate risk and controls matrix, planning, working papers and reporting formats.</p>
24.	<p>24. We understand venue, meals and related costs of participants would be arranged by DAGP. Consultant’s input would be restricted to time input of audit specialists in material development and conducting training, please confirm</p>	<p>Yes.</p>
25.	<p>25. In case of joint audit, the firm would have a choice to drop the audit, in case of potential conflict of interest (existing audit client of the firm). What are expectations in terms of resources to be deployed for each audit?.</p>	<p>The joint audits would be selected as per consensus of consultant and DAGP</p>
26.	<p>26. What does “Support” in development and validation of Competency Framework of Audit Managers &amp; Auditors mean? What do</p>	<p>The existing courses offered by DAGP are segregated on the basis of ranks/BPS of supervisors.   references</p>

	<p>“validation” of Competency Framework mean? How many tiers are there for which competency framework is to be developed?</p>	<p><a href="https://paaa.gov.pk/training-calendar/">https://paaa.gov.pk/training-calendar/</a></p> <p>The Firm/ consultant needs to validate the current training requirements and align them with this capacity building program</p>
27.	<p>27. What kind of insurance is expected to be arranged by the Consultant as indicated in Section 15 of the template contract?</p>	<p>Performance Guarantee as required under PPRA rules</p>
28.	<p>28. Section 26.2 of the Template Contract indicates the consultants and its sub-consultants to permit DAGP to audit the Consultant? Would this be relevant in a “fixed price consulting contract”?</p>	<p>The audit here means inspection of Training Staff , and minimum engagement of 8 people project team on a perpetual basis ,including a permanent project director</p> <p>And it may include inspection of CVs, training material and the documents related to this scope of work.</p>
29.	<p>29. We understand that Property rights would only be provided to DAGP for training material developed as part of this project. Furthermore, consultant would have right to market that material as well.</p>	<p>Property rights are not exclusive for DAGP</p>
30.	<p>30. On setting up an Innovation hub, is the consultant required to cover just design or also implementation? If it is implementation who will</p>	<p>The Consultant needs to design a working proposal. The innovation hub shall be another framework agreement subject to a separate memorandum of Understanding between the prospective Bidder and AGP in future</p>

	<p>lead as the as secretariat, PAAA or us as a consortium?</p>	
31.	<p>31. For face to face teaching / training in component 1, 2 and 3 who will be responsible for the travel and subsistence of participants to these sessions? As held at PAAA centers, we are assuming this would be PAAA</p>	<p>The Consultant shall arrange logistics for its trainers to five regional centers of Pakistan Audit and Accounts Academy AGP for its trainees at Islamabad, Lahore, Karachi, Peshawar and Quetta. No extra claim for Travelling allowance and Dining allowance would be entertained by DAGP in respect of TADA of trainers</p>
32.	<p>32. What is meant by facilitation of DAGP nominated change teams in conducting 100 change management workshops? (page 53). For example is the consultant required to deliver 100 change management workshops or is the role of the consultant to design and support DGAP teams to be able to roll out training</p>	<p>DAGP envisage an in-house change management and quality management team The Consultant is needed to train 50 change agents in the concept of Change management, quality and spread. The designing of workshops contents and presentation materials would the part of scope. The change management team would be awarded a certificate of acknowledgement of training based on an evaluation at the end of program. The change managers would conduct change management workshops</p>
33.	<p>33. At the end of the project what do DGAP see happening for future training of component 2? Would they want to continue with PAAA delivering as their own local training or as an ATP awarding internationally recognized certificates?</p>	<p>The future partnership would be a separate framework agreement and would be based on the terms and conditions offered by the prospective Bidder</p> <p>Ideally subject to the successful completion of the current work order , AGP will be delivering as an ATP, that will be awarding internationally recognized professional accountancy certificates</p>
34.	<p>34. The TORs mention that PAAA will be made an</p>	<p>The TOR mention that AGP would become ATP for both the components.</p>

	<p>Accredited Training Provider. Could you clarify whether PAAA should become an ATP for the professional certification (component 1) element only, or for the specialist and thematic training under Component 2?</p>	<p>However DAGP acknowledges that the offer is conditional to the prerequisites.</p> <p>The prospective bidder need to provide the prerequisites in its proposal and the proposal will be evaluated.</p>
35.	<p>35. PAAA will become an ATP to deliver the specialist and thematic training under Component 2, how will this be financed? This question refers to both the ATPs annual fees as well as to the infrastructure that will be required for an ATP – for instance, a learning management system to host e-learning.</p>	<p>Bidder needs to include all implicit and explicit costs relating to current terms of reference in the offered bid.</p> <p>The current training regime would be wholly sponsored by AGP.</p> <p>However, in future, a separate framework agreement would be instituted, ideally on revenue sharing on public private partnership However that depends upon the successful completion of current work.</p>
36.	<p>36. Do you expect us to start training of all 150 officers simultaneously, in batches and at how many locations</p>	<p>It depends upon consultant methodology DAGP will evaluate the schedule to be realistic and pertinent to the timelines of RFP and advertisement. Five locations will be available for imparting training.</p>
37.	<p>37. If central location or even at few cities, who will manage the TA/DA and logistics</p>	<p>The TADA of trainees will be AGP responsibility</p> <p>Trainers logistics will be on the firms / consultant obligation</p> <p>AGP office will not bear any additional claim regarding TADA of trainers</p> <p>TA = traveling allowance</p> <p>DA = Dining allowance</p>
38.	<p>38. How many locations if simultaneously</p>	<p>Five premises of Pakistan Audit and Accounts Academy</p>

		Karachi , Peshawar , Islamabad, Lahore and Quetta
39.	39. if we are expected to arrange for logistics, what is the reimbursement model as it is clearly on top of the bid price	The overall bid price shall include all expected implicit and explicit price. AGP office shall not entertain any additional cost
40.	40. Who will arrange for exam center equipment and its operations?	Exam centers, its prerequisite and paraphernalia shall be arranged by DAGP as per Consultant requirements on standard industry practices and processes
41.	41. Subject to Pearson Vue approval of exam center	The Consultant would provide the condition of granting the status of examination center , innovation hub and examination center in its bid It will be evaluated in overall strength of the proposal
42.	42. Do these trainings have to be face to face, blended or online	DAGP office envisage a mix of all three regime The quantum of trainings and module development would be evaluated
43.	43. Venue, simultaneously and infrastructure?	It depends upon the methodology provided by the Consultant / firm on which it will be evaluated
44.	44. Is the AMIS already developed or would you like us to help develop it?	AMIS is developed. It is a separate component not related to this work
45.	45. 32 Offices means how many in	Its provided in RFP

		<p>150 for Chartered/ Professional Accountancy course</p> <p>800 for thematic courses which are shorter span certifications</p>
46.	46. What is the definition of handholding?	<p>Handholding means helping in 13 audit assignments in planning , execution and reporting to DAGP</p> <p>The Firm is expected to Design tool kits and transferring practical skills . The Firm will enable the auditors in the learned skills through practical exposure.</p> <p>However the purpose of joint audit doesn't mean that Consultant is under obligation to actually conduct audit. It is <b>mentoring</b> in its essence.</p> <p>Non-disclosure agreements and other relevant agreements would be signed where needed</p>
47.	47. what is our role is supporting the development of competency framework?	<p>DAGP office desires to align its future HR development and skill sets under the paradigm of the courses offered by the Consultant.</p> <p>The Human resource strategy paper, training schedules and courses would be upgraded with the new courses offered.</p> <p>Firm shall identify the skill sets needed with DAGP new entrants and the skills sets they need to adopt before moving to next tier / grade / ranks.</p> <p>The training courses offered would thus be segregated on the basis of service/rank/grade/tier.</p> <p>The Firm would provide that the existing trainings in PAAA which are identified with each level of supervision are relevant or need revisions.</p>

48.	48. Competency framework, if developed, should be part of the bid documents.	The selected firm would be provided all requisite documents on the basis of which the courses are aligned.
49.	49. Is it required for all parties to the consortium to be SECP registered?	No it's not required for all parties to be registered with SECP. Lead bidder should be SECP registered.
50.	50. Is it required that lead bidder must have the majority share in the bid.	No , it is not mandatory
51.	51. ON JOB TRAINING what do you mean	On-job training is a part of competency framework  Means designing a program of on-job skills instituted for new entrants based on the certifications.  The Consultant need to design an on-job requirement based on the training regime that what audit work and assignments should ideally be offered to the new entrants in the department to hone their audit skills.
52.	52. What happened if exchange rates go extremely bad?	The risk should be catered in bid price  AGP office cannot offer any Foreign exchange gain or loss
53.	53. Will the AGP allow the cost of exchange risk insurance premium to be added	The overall bid price shall be treated as final No additional claim on any account is acceptable unless provided under PPRA rules
54	54. Is remote participation in	Yes possible

	joint audit committee possible?	
55	55. Are registration documents of all consortium members needed?	The necessary evidence against financial statements and incorporation/ operations under relevant law for each member would be required
56.	56. Whether they should be employed by main or consortium bidders or is it ok to have a contractual relationship?	The bidder needs to provide CV of its project team However in evaluation criteria , the permanent relationship of employee and employer has more weight Nonetheless it is not compulsory
57.	57. Is an international bank draft accepted	No not acceptable, it is explained in RFP
58.	58. is a foreign remittance accepted? If yes, share bank details?	Submission of bid security as given in RFP is only allowed.
59.	59. Whether the entire team of key professionals have to be Pakistani citizen? Resident?	No it is not mandatory
60.	60. what evidence is needed to demonstrate projects of similar nature and their value?	Letter of reference, recommendation, project completion certificate, contract, work order can be such example subject to verification from the referee, company, Government etc.
61.	61. in case of liaison office of the foreign entity, how would you prove the revenue since it is not allowed to collect any or pay local taxes?	Relevant provision of ITO 2001 and Pakistan laws are applicable. AGP office may provide required endorsements if permitted under Government rules and regulations
62.	62. will the bid security be adjusted?	Performance guarantee will be submitted separately.

63.	63. As you mentioned that DAGP will make the payments in installments, in this concern we have the following queries, What would be the criteria for raising the single invoice?	the provisional payment schedule is attached The bidder needs to provide its own provisional payment schedule based on its methodology and training regime It will be evaluated
64	64. Is prior experience of working with public sector and the development partners including experience of capacity building and accredited certifications is essential requirement for can be eligible to award the Contract.	The experience with UN , International donor agencies, foreign government can also be placed  And it is not necessary that the particular government contract would be of the tune of 175 million for eligibility.  The single contract of 175 million can be without engagement of a public sector Entity.
65.	65. Is it mandatory that the bidder should submit the bid for the performance of all three components or can submit the bids separately for the component 1, 2 and 3?	A single bid shall be required for all components Overall cost would be evaluated
66.	66. Whether the trainings would be conducted according to the road map plan as Suggested by the bidder or DAGP have already of that calendar ?	The roadmap by bidder would be evaluated and finalized. However DAGP enclosed payment of schedule and disbursement milestones would not be altered substantially.

67.	67. According to your document, the financial proposal should follow the form 1,2,3 and 4 . We understand that the training venue either physical or virtual ,both will be arranged and managed by DAGP.	Yes.
68.	68. Whether the on –job training of the new auditors /PAAS officers by the bidder will be a continue process or it will be discontinue after the expiry of the contract.	AGP office will implement on job training Vendor needs to design it.
69.	69. May we be allowed to hedge the contract price up to 10% fluctuation in USD on the date of the submission of bid	Bid prices once offered would be treated as final No additional claim except that are allowed vide PPRA rules would be entertained
70.	70. Accordingly please clarify that "Can Audit firms registered with Institute of Chartered Accountants of Pakistan also participate in bidding process of the subject RFP?"	Any authorized entity who proves that it is authorized representative of a member of IFAC that has statutory recognition of its existence and membership can offer professional accountancy course that needs to be accredited as a full professional qualification.

	<b>Deliverable</b>	<b>Timelines</b>	<b>Payment</b>
	<b>Lot 1</b>		
1.	Inception report with action plan for training of 150 trainees at PAAA sites	15 days from signing of contract	10%
2.	1 <sup>st</sup> Interim Training Report	06 months from start of training	15%
3.	2 <sup>nd</sup> Interim Training Report	18 months from start of training	15%
5.	Certificates award to 150 trainees and end of training report	26 months from start of training	40%
6.	Award of Accredited training partner/ examination partner/ examination partner status to PAAA	28 months from start of training	20%
	<b>Lot 2 &amp; 3</b>		
7.	Inception report with detailed action plan for Lot2 & Lot3 activities	15 days from signing of contract	10%
8.	IPSAS / auditing and assurance/ equivalent certification training report (1000 trainees in 10 batches of 25 trainees per month, for 4 months)	05 months from contract	15%
9.	Report on identification of certification courses in thematic audit, course delivery plan, and training of trainers	05 months from contract	05%
10.	Interim training report	12 months after contract	10%
11.	Report on change management workshops (50 workshops)	12 months after contract	05%
12.	End of training report and certification award	17 months after contract	10%
13.	Handholding in 08 thematic audits- Final Audit Reports for eight thematic and five certifications audits	28 months after contract	10%
14.	Competency Framework and Capacity building strategy	28 months from signing of contract	10%
15.	Project closure report including future recommendations to:  a. Mainstream skills/ certifications acquired during capacity building project within DAGP's HR policy framework (continuing professional development, right person for right	36 months from signing contract	25%

	<p>job, positions in organogram, incentive structure based on performance evaluation system etc.)</p> <p>b. Incentivize master trainers on continuing professional development and delivery of certifications selected during the capacity building project.</p> <p>c. center of excellence/ innovation hub (governance, principle, framework and impact analysis – e.g., scope, what activities to undertake, how to report impact)</p>		
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