

PUNJAB AGRICULTURE & MEAT COMPANY (PAMCO)

REQUEST FOR QUOTATION (RFQ)

**REQUEST FOR QUOTATION (RFQ) FOR HIRING OF
CONSULTANT ON SHORT TERM BASIS
TO EXPLORE FUTURE BUSINESS MODALITIES FOR
SUSTAINABLE OPERATIONS OF PAMCO**

DECEMBER 2023

Submission Date for Sealed Proposal: 20th December 2023, on or before 5:00 PM

18 Km Multan Road, Lahore.

Telephone No: 042-99333706-07 Website: pamco.gop.pk

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1. Background

Punjab Agriculture & Meat Company (PAMCO) is a government-owned company established to promote commercial meat processing and marketing mechanisms in the region. PAMCO's flagship project, the Lahore Meat Processing Complex (LMPC), is equipped with state-of-the-art facilities for hygienic and quality meat processing. To enhance efficiency, effectiveness, and long-term sustainable operations, PAMCO is seeking expert consultation for future roadmap of the organization to explore and evaluate diverse business modalities, including but not limited to the outsourcing options.

2. Objective

The objective of this consultancy is to develop a comprehensive plan for devising optimal business modalities for PAMCO's future operations. This includes conducting a thorough assessment of PAMCO's current operations, identifying potential areas for improvement, and evaluating a range of business models, including but not limited to outsourcing, that align with PAMCO's strategic goals and objectives. Consultant will be expected to conduct a thorough analysis of PAMCO's operations taking into account the company's mandate and legal structure and identify future way forward after conducting market analysis and develop a comprehensive report on multiple business modalities for the consideration of the PAMCO's Board of Directors. The selected Consultant will provide consulting services to explore various options and prioritize them using a structured framework, conducting thorough analysis for each proposed option.

3. Request for Quotation (RFQ)

- PAMCO is soliciting Request for Quotation (RFQ) from reputable Chartered Accountancy Firms to explore future options for devising roadmap of the organization to operate in self-sustainable mode. The Chartered Accountancy Firms listed in category A of the SBP panel can apply for the consultancy assignment.
- Estimated cost for this Assignment is PKR 1 million including all taxes and out of pocket charges.

4. Terms of Reference (TORs)

a) Scope of Service of The Consultant

The consultant is expected to:

- Conduct a comprehensive review of PAMCO's current operations, including services, processes, organizational structure, financial performance, and market positioning.
- Analyze PAMCO's strategic goals, objectives, and identified challenges to determine the desired outcomes for the future.
- Conduct a thorough assessment of the external environment, including industry trends, market dynamics, regulatory landscape, and competitor strategies.
- Identify a range of potential business modalities, including outsourcing options, that align with PAMCO's strategic direction and objectives.
- Evaluate each potential business modality considering factors such as operational efficiency, cost-effectiveness, risk management, market responsiveness, and long-term sustainability.
- Develop a detailed business plan for each viable business modality, including implementation roadmap, resource requirements, performance metrics, and risk mitigation strategies.
- Conduct a comparative analysis of the proposed business modalities, highlighting the strengths, weaknesses, opportunities, and threats associated with each option.
- Provide recommendations on the optimal business modality for PAMCO's future operations, supported by a comprehensive business case and implementation plan.

b) Deliverables

The consultant is expected to submit the following deliverables:

- **Inception Report:** An initial report outlining the consultant's understanding of the project, methodology, and a detailed work plan.
- **Environmental Scan Report:** A comprehensive report summarizing the external environment analysis, including industry trends, market dynamics, regulatory landscape, and competitor strategies.
- **Business Modality Assessment Report:** A detailed report evaluating a range of potential business modalities, including outsourcing options, and justifying shortlisted options.
- **Business Plan for Each Shortlisted Modality:** A comprehensive business plan for each shortlisted business modality, including implementation roadmap, resource requirements, performance metrics, and risk mitigation strategies.
- **Comparative Analysis and Recommendations:** A comparative analysis of the shortlisted business modalities, highlighting the strengths, weaknesses, opportunities, and threats associated with each option, and providing recommendations for the optimal business modality for PAMCO's future operations.
- **Implementation Plan:** The engagement plan that identifies potential stakeholders who can support PAMCO in optimizing its operations and assist in long term sustainable operations.
- **Evaluation Framework:** A monitoring and evaluation framework that outlines the KPIs, including but not limited to the metrics and indicators that will be used to measure the effectiveness of the organizational performance.
- **Final Report:** A detailed final report incorporating all feedback and recommendations, including a comprehensive business case for the recommended business modality, a detailed implementation plan, and a risk mitigation strategy, including but not limited to the prospective element of outsourcing.
- **Presentation:** Present the findings and recommendations to the BOD committee at each stage of the deliverable completion and final report before the Board of Directors (BOD) of PAMCO

4. Evaluation Criteria

Qualification: Chartered Accountancy Firm listed in category- A of the SBP panel.

Experience: Minimum 5 Years of Experience in Consultancy Sector.

Selection Process: The distribution of marks or selection criteria of hiring consultancy firm is as under:

Sr. No.	Description	Marks
1	Qualification	20
2	Experience	40
3	Interview by the BOD Committee members which may cover discussion on (approach & methodology, explanation of limitations of the study)	40
Total Marks		100

5. Instructions

- The Selection of Hiring of Consultancy Firm to explore various operating modalities of PAMCO for devising future roadmap of the company will be Cost Based Selection.
- The minimum qualifying marks shall be 70 for inclusion in the cost-based selection of the firm.
- Technical and financial proposal shall be placed inside of two separately sealed envelopes clearly marked as Technical and Financial Proposal bearing the name of the assignment along with name and address of the consultant. Financial Proposals will be opened for only for technically qualified firms.
- Please provide your proposal, by **20th December 2023, on and before 5:00 PM** in hard form to PAMCO at below mentioned address.

Manager Procurement

18 Km Multan Road, Lahore

6. Time Period

The Consultant will be engaged for a period of **six weeks** from the date of signing of the contract. The review period of the PAMCO BOD committee, intervening between any two deliverable intervals, shall be excluded from the overall time period limit. The following is a breakdown of the timeline:

- Week 1-2: Conduct meeting with Key PAMCO stakeholders and present the **Inception report** for the scope of Study by highlighting the approach and Methodology and limitations (if any) of the study for presentation before the BOD committee.
- Week 3-4: Complete the **Environmental Scan Report & Business Modality Assessment** for presentation before the BOD committee.
- Week 5: Finalize the **Comparative Analysis and Recommendations for the proposed business modalities and Implementation Plan** (including but not limited to the outsourcing) for presentation before the BOD committee.
- Week 6: Finalize **Monitoring & Evaluation Framework and Final Report** for Presentation before the BOD Committee followed by the presentation before the PAMCO BOD.

7. Payment Terms

- The payment to the Consultants shall be made based upon completion of deliverables verified by the PAMCO BOD committee.
- No Out-of-pocket expenses (if any) will be paid separately other than the agreed price for the consultancy. The payment plan will be as follows:

Deliverable	Payment
Inception report- subject to the recommendations of the BOD committee	20%
Environmental Scan Report & Business Modality - subject to the recommendations of the BOD committee	30%
Comparative Analysis of business modalities and Implementation Plan - subject to the recommendations of the BOD committee	30%
Monitoring & Evaluation Framework and Final Report Final Report – subject to the recommendations of the BOD committee	20%

- All the payment shall be made in PKR after deducting all the applicable taxes.
- The BOD committee recommended consultant shall be invited for negotiation. (As per applicable rules)
- A formal contract shall be signed with the selected consultant.

8. Financial Proposal

Description	Unit of measure	Total Cost including all applicable Taxes
	Each	PKR
Total cost of the assignment	1	
Amount in words		