



ORGANIZATION TRANSFORMATION STUDY

Workers Welfare Fund



Expression of Interest (EOI) for

“Hiring of Consultancy Services for restructuring and
revamping of Workers Welfare Fund”

Advertisement Date: August 10, 2021.

Closing Date & Time: August 31, 2021.

Opening Date & Time: August 31, 2021 at 1500hrs

Issued to (Name of Bidder Firm): _____

Islamabad, Pakistan

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Expression of Interest (EOI) for **(Hiring of Consultancy Services for Organizational Restructuring)**

Workers Welfare Fund (WWF), which is established under the Workers Welfare Fund Ordinance, 1971 is responsible for provision of welfare facilities to Industrial workers. WWF intends to hire consultancy services for “**restructuring and revamping of Workers Welfare Fund**” under “Quality and Cost Based Selection (QCBS)” method.

The services for the transformation plan include but not limited to strategic planning, organization restructuring, technology optimization, people optimization etc

Management Consultant (Consultancy firms/Association of Persons/Individual Consultant) with the requisite demonstrable experience of organizational restructuring of not less than 15 years are invited to apply. The Consultant is expected to associate reputable and experienced personnel for the assignment, if necessary.

Interested Parties (IPs) are required to submit following requisite information/documents:

1. Detailed profile of the Consultant including core area of expertise, legal status, filer status, address, contact information and management structure etc
2. Overall experience of providing similar Services for the last 15 years, alongwith details of clientele,
3. Proof of atleast 05 similar assignments with specific details completed during last 5 years including specific role of the Consultant in each of the identified assignment.

The documentation accompanying and comprising EOI, as provided by any IP, shall not be reclaimable or returnable.

Detail scope of work/TORs will be shared with the shortlisted Consultants only as integral part of the Request for Proposal (RFP) package. However, information memorandum containing scope of assignment, shortlisting criteria and general description can be obtained from the office or downloaded from WWF website.

IPs are advised to submit, on or before 31-08-2021, EOIs (3 copies) not exceeding 25 pages including annexures duly signed and stamped alongwith non-refundable processing fee of Rs 2500/- in the form of Bank draft/ Pay order drawn in favor of WWF. EOIs shall be opened on the same day at 1500hrs in the presence of representative of IPs, who may opt to be present. As per PPRA Rules 33(1), 2004, WWF reserves the right to reject any or all Proposal(s) at any time prior to the acceptance of a bid/ proposal.

EOI can also be downloaded from WWF website www.wwf.gov.pk and/or PPRA website www.ppra.org.pk. (Pay order of Rs.2500/- may be attached with EOI in case downloaded from website).

For further information, queries and/or submission of EOI please contact:

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Assistant Director (Admn-II),
Workers' Welfare Fund (WWF)
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Workers' Welfare Fund
Islamabad

GENERAL DESCRIPTION OF THE SERVICES REQUIRED

1) INTRODUCTION

Workers Welfare Fund (WWF), a statutory body of the Federal Government established under the Workers Welfare Fund Ordinance, 1971 is working under the administrative control of Ministry of Overseas Pakistanis. The affairs of the Fund are being supervised by a Governing Body comprising of 18 members and the policy directions are being executed through the WWF management headed by a Secretary. The Fund is responsible for providing residential accommodation and other welfare facilities to the workers in Pakistan in accordance with law/ rules framed by the Federal Government and the policies/ procedures approved by the Governing Body.

2) BACKGROUND

The organization of the Fund has decades' old human resource structure with outdated rules processes and procedures which are incompatible to effectively pursue its strategic objectives in an increasingly changed external environment. The current technological progress has not only impacted the educational and welfare needs of the labor class but it also put a significant demand on organizations for structural changes to align its organizational structure, human resources, rules, policies, procedures, internal processes and management information systems with the modern-day requirements. Furthermore, after passage of the 18th Constitutional Amendment, the subject is devolved to the provinces and the mandate of WWF, Islamabad has shrunk and limited in scope. As such the Workers Welfare Fund needs organizational-level restructuring to align its human resource and management structure with the modern-day requirement and update its internal processes and procedures enabling it to affectively pursue its objectives.

3) SCOPE OF WORK

In order to carry out organizational restructuring, WWF plans to hire the services of an experienced management consultant to transform the organization. The consultant should have strong knowledge of OD techniques to thoroughly understand the organization upon conducting diagnostic review of As Is and recommend the most suitable "To Be" scenario on the below focused areas.

1. Governance:

Governance mechanism in order to operate and direct WWF to strategically fulfil its contribution towards labor. Strengthen:

- a. Governance,
- b. Risks,

- c. Compliance management issues around HR, Finance, IT and Audit functions
- d. Composition of management committee to swiftly manage operations/ restructuring.

2. Strategic Planning:

- a. Develop vision, mission and values.
- b. Help WWF with its strategic planning for 3 to 5 years.
- c. Review and suggest improvements around workers education and welfare schemes, annual reports and feedback by the departmental heads/ concerned officers of the Fund.
- d. Review the organizational objectives, strategies and policies with respect to its legal mandate and suggest improvement.

3. Organization Restructuring:

- a. Review the functions and distribution of work in divisions/ sections using internationally benchmarked practices and suggest appropriate changes to create synergies and enhance productivity of the organization.
- b. Suggest a revised Target Operating Model.
- c. Suggest functional architecture.
- d. Suggest WWF's key functional result areas upon revision of functional objectives, structure, hierarchies, departmentalization and distribution of activities based on insourcing, outsourcing and automation possibilities.

4. Processes, Policies and Procedures Optimization:

Review and revise the existing employees' service rules and suggest amendment to align it with the revised corporate structure.

5. Technology Optimization:

Suggest most suitable technology requirements in terms of:

- a. Robotics Process Automation,
- b. Business Process Management,
- c. Off-the-Shelf ERP solution,
- d. Automation and IT-based solution for various processes and activities of WWF.

6. People Optimization:

- a. Conduct job analysis and job evaluation to realign job descriptions to identify overlapping, redundancies, and management spine.
- b. Suggest a new positional structure along with vertical and horizontal reporting structures.
- c. Develop a career ladder and suggest changes in position nomenclatures if need be.
- d. Develop a management grading structure.
- e. Develop a salary grading structure.
- f. Evaluate and suggest improvement in the employees' existing incentives and grading benchmarked with other sister organizations of a similar nature in public sector and incentive mechanisms.
- g. Suggest KPIs and performance appraisal and evaluation systems.

- h. Review, refine and/or develop job description and job specification for each position and propose functions and responsibilities that align with the organizational strategy and welfare programs and projects.
- i. Suggest workforce plan keeping in view 1 to 3 years skills requirements.
- j. Develop competencies framework for management staff to equip WWF with requisite skills inventory.
- k. Conduct a skills gap analysis on existing staff and identify current capacity which can be upgraded to deliver on new functions and additional skills needed for the revamped organization based on the competencies' framework.
- l. Review and revise the current performance evaluation mechanism.
- m. Prepare KPIs for each division/ section/ position and devise a comprehensive KPI based performance evaluation system based on international HR best practices.
- n. Provide a cost-benefit analysis of shifting the organization from the current structure to the new proposed structure.

Transition Plan: Develop a transition and implementation plan to phase out the restructuring efforts.

Budget: The consultant will develop financial budget requirements to move from the current structure to the new structure.

Data Availability: WWF would provide all the requisite documents upon the request of consultant.

Point of Contact: WWF would nominate a single point of contact to coordinate and arrange meetings with stakeholders.

4) CONSULTANT PROFILE

The Consultant is expected to possess the skills and competencies in the field of organization management and development. The Consultant is expected to include experts, if required, to cover other technical aspects of the assignment. The Consultant must have the technical competence i.e University degree from a recognized institution.

The Consultant shall have overall experience of fifteen (15) years or more (International and National) for providing such like services in similar projects and possess requisite qualification (firm as well as assigned staff).

The Consultant shall provide details of qualifications, experience and assignments undertaken (completed and/or on-going) demonstrating capability/capacity of the Consultant to complete the assignment.

5) SHORTLISTING CRITERIA FOR THE CONSULTANCY SERVICES:

Selection will be based on verifiable and demonstrable experience (similar assignments) and qualification (firm as well as assigned staff) and will include the following:

- i. Competence & Qualification of the Consultant including key personnel to be assigned
- ii. General experience of the Consultant

- iii. Specific experience of the Consultant:
 - a. International (5 years or more)
 - b. National (5 Years or more)
- iv. Similar assignments completed/past performance.

6) APPLICABLE BIDDING PROCEDURE:

The Procurement will be done as per Quality and Cost Based Selection (QCBS) Method under Rule 3(B) of Procurement of Consultancy Services Regulations, 2010.

7) EXPRESSION OF INTEREST DEADLINE AND OPENING

The Consultant shall submit Expression of Interest (EOI) (3 copies) with all supporting documents (not more than 25 pages) on its letterhead in an envelope marked as **"Restructuring of WWF"** and deliver it at the venue and date/ time as mentioned in advertisement.

EOI will be opened on the same day at 1500 hours. The Consultant may choose to attend the opening of proposals. Only one person per proposal shall be allowed to attend the proceedings against a written authorization from the Consultant. Proposal received after closing date will not be considered. Incomplete and conditional proposals will be rejected for being non-responsive.

8) CONTACT PERSON DETAILS

For further information, queries and/or submission of EOI please contact

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