



**October 24, 2023**

**SUPPLY CHAIN MANAGEMENT (SCM)**

**REQUEST FOR PROPOSAL (RFP)  
FOR  
CONSULTANCY SERVICES TO REVIEW AND UPDATE  
icddr,b's FINANCE POLICIES & PROCEDURES MANUAL  
2023.**

**RFP Ref. No. icddr,b/SCM /OTM/ NS-23-4627**

**Contracting Entity:**

icddr,b  
68 Shaheed Tajuddin Ahmed Sharani  
Mohakhali, Dhaka 1212

## LETTER OF INVITATION

Date: October 24, 2023

Request for Proposals # icddr,b/SCM/OTM/NS-23-4627

Dear Sir/Madam,

icddr,b is issuing a **“Request for Proposals (RFP) for Consultancy Services to Review and Update icddr,b’s Finance Policies & Procedures Manual 2023”** from bona fide entities who are capable and willing to provide service as required within the given timelines in an efficient, seamless and secure manner and as per details listed out in this document.

This RFP does not obligate icddr,b to execute a contract nor does it commit icddr,b to pay any costs incurred in the preparation and submission of the proposals. Furthermore, icddr,b reserves the right to reject any offers, if such action is considered to be in the best interest of icddr,b.

Sincerely,

Mirza Muhammad Masud Rana  
Sr. Manager, Supply Chain Management  
icddr,b

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## SECTION – A: INSTRUCTIONS TO BIDDERS

### 1. Introduction

icddr,b is an international health research institute. Based in Dhaka, Bangladesh, we are committed to solving public health problems through innovative scientific research – including laboratory-based, clinical, epidemiological, and health systems research. By developing, testing, and assessing the implementation of interventions specifically designed for resource-poor settings, we aim to improve the health and well-being of people living in the world's poorest nations.

For more than 60 years, we have been carrying out high-quality research and promoting the uptake of evidence-based interventions. Our initial focus was on diarrhoeal disease, but we now study multiple infectious diseases, other threats to public health, and methods of healthcare delivery. Our work has had a profound impact on health policy and practices both locally and globally.

Our philanthropic activities are supported by donors like UN specialized agencies, foundations, universities, etc. Also, icddr,b is exempted from import duty and tax for all of its purchases from overseas. These privileged benefits assist us Cost effective procurement directly from overseas manufacturers or sole distributors.

Would say above, Sealed Tenders are invited by icddr,b Mohakhali, Dhaka for engagement of the firm for **"Request for Proposals (RFP) for Consultancy Services to Review and Update icddr,b's Finance Policies & Procedures Manual 2023"** from bona fide Service Providers/firms who have valid trade licenses and have at least 08 years work experience in the relevant field. The hiring is subject to the general terms and conditions set out below.

Furthermore, icddr,b reserves the right to reject any offers, if such action is considered to be in the best interest of icddr,b.

Unless otherwise stated, the periods named in the RFP shall be consecutive calendar days.

### 2. Overview

Bidders are invited to submit proposals in response to this RFP under **Section - A** Instructions to Bidders.

This RFP does not obligate icddr,b to execute any contract(s) nor does it commit icddr,b to pay any Costs incurred in the preparation and submission of the proposals. Unless otherwise stated, the periods named in the RFP shall be consecutive calendar days.

3. **Offer Deadline:** Offers must be received no later than **November 14, 2023, by 2 PM [+6GMT]** addressed to:

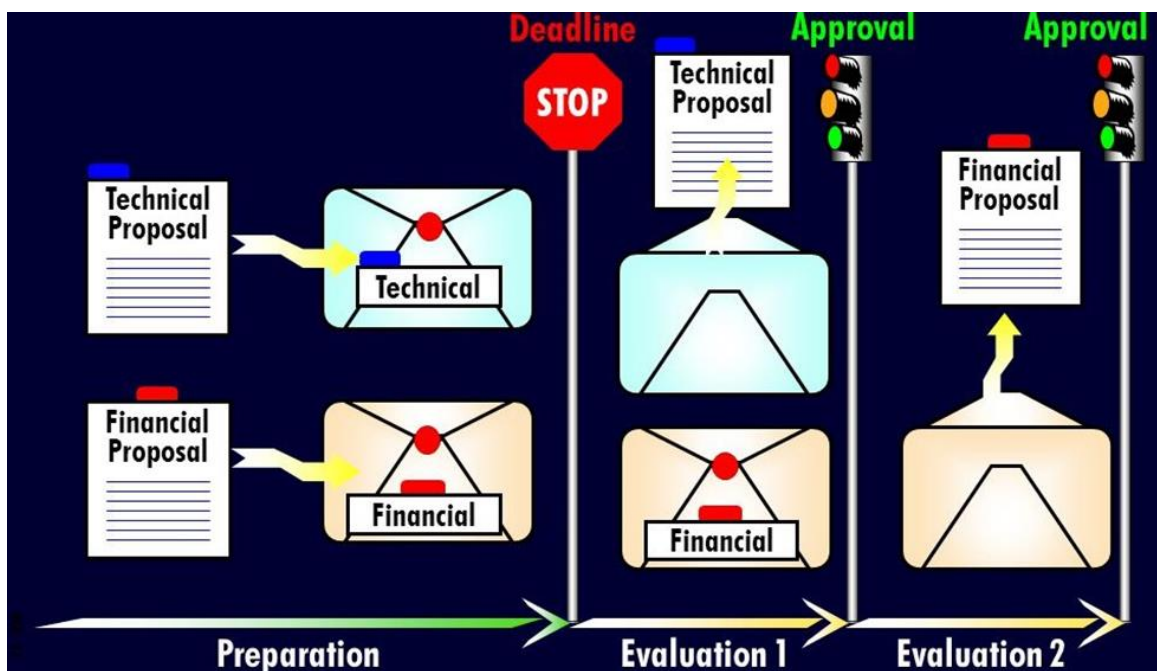
**Director, Supply Chain Management**  
**icddr,b**  
**68 Shaheed Tajuddin Ahmed Sharani,**  
**Mohakhali, Dhaka 1212**

Bidders are responsible for ensuring that their offers are received following the instructions stated herein and shall submit their offers through Hard copy printed documents.

4. **Instructions for the Submission of Proposal:**

The bidding process will be conducted through a TWO Envelope System. Separate Technical and Financial proposals (containing price information) must be submitted through separate email no later than the time and date specified above. Bidders are required to submit their Technical Proposal separately from their Financial Proposal. Mixing of the technical and Financial proposals shall lead to disqualification.

The Bidders/s will be selected based on QCBS (Quality and Cost Based Selection) as



recommended by the Bid Evaluation Committee. The evaluation will be done based on the highest combined score obtained in the technical bid evaluation and the figures quoted in the Financial bid.

The Financial proposals of the Bidders shall only be opened by the committee that qualifies in technical bid evaluation. The Financial bids of all those Bidders who have failed to qualify in the technical bid will not be opened under any circumstances.

Please note, technical proposals must not make any reference to pricing data so

that the technical evaluation may be made strictly based on technical merit.

## 5. Pre-Bid Meeting Schedule

**Date:** **November 02, 2023, from 3 pm to 4 pm [+6GMT]**

### Microsoft Teams meeting

**Join on your computer, mobile app or room device**

[Click here to join the meeting](#)

**Place:**

Meeting ID: 485 910 974 879

Passcode: Fhdubq

[Download Teams](#) | [Join on the web](#)

[Learn More](#) | [Meeting options](#)

### **Bid Submission Location**

- Bidders shall submit proposals through Electronic Mail (Email).
- All Proposals must be submitted to Email: rfp@icddrb.org, the ONLY ACCEPTABLE EMAIL ADDRESS for receipt of Proposals. No other recipient should be "Cc" or "Bcc" in the emailed Proposal submission.
- All email communications in relation to the Proposal must clearly indicate the Subject Line: **"Request for Proposals (RFP) for Consultancy Services to Review and Update icddr,b's Finance Policies & Procedures Manual 2023"** of the Email. All Proposals must be submitted in PDF files.
- Technical and Financial Proposals must be sent separately Email: rfp@icddrb.org, with the following subject line: **"Request for Proposals (RFP) for Consultancy Services to Review and Update icddr,b's Finance Policies & Procedures Manual 2023"** as PDF documents, by at 3:00 PM (GMT+on November 14, 2023. The financial proposal should be password protected, and the password should be preserved at the firm's custody until icddr,b requests disclosure by the following person Mirza Muhammad Masud Rana [Email: mirza.masud@icddrb.org].
- No price information should be provided in the Technical Proposal. Proposals received in any other manner will be invalidated.
-

## 6. Communication

icddr,b requests that no icddr,b staff are contacted during this process other than Assistant Manager, Grants Compliance who may be contacted only to clarify questions concerning the RFP via email [sayem.ahmed@icddrb.org](mailto:sayem.ahmed@icddrb.org) **by November 5, 2023** copy to SCM (email: [shuraiya@icddrb.org](mailto:shuraiya@icddrb.org)). The clarification will be shared with all pre-bid participants via email. Please be advised local working hours are 08.30 AM to 03.00 PM, please allow a working day for a response. Where the inquiry may have an impact on other Bidders within the process, icddr,b will notify all other Bidders to maintain a fair and transparent process.

## 7. Chronological List of Proposal Events:

The following calendar summarizes important dates in the solicitation process. Bidders must strictly follow these deadlines. The dates above may be modified at the sole discretion of icddr,b.

Events	Date	Time
RFP published	October 24, 2023	-
Pre-bid meeting	November 02, 2023	3 pm to 4 pm [+6GMT]
Proposal submission date	November 14, 2023	2 pm
NOI	November 20, 2023	-

## SECTION - B: GENERAL TERMS AND CONDITIONS

### 1. **Instructions for the Submission of Proposal:**

The Bid document should be placed through email mentioning the subject title **Request for Proposals (RFP) for Consultancy Services to Review and Update icddr,b's Finance Policies & Procedures Manual 2023.**

### 2. **Performance Security Deposit:**

The successful Bidders shall be required to deposit security money, in the form of a security bond for security against sub-standard service and other contractual defaults. The amount of the security deposit shall be 10% of the total contract value and shall be submitted in the form of a bank draft or pay order or in the form of an irrevocable bank guarantee issued by a scheduled Bank functioning or operating within Bangladesh in favor of icddr,b. The security money shall be claimed by the Bidders/Bidders in writing within 30 days from the date of contract expiry and will be returned to the Bidders without interest. However, icddr,b reserves the right to consider waiving this provision based on the nature of the Bidders's business, subject to mutual agreement.

If the successful Bidders fails in fulfilling the terms and conditions mentioned here in different parts of this tender document, such failure will constitute a breach of the contract, and the icddr,b shall be entitled to make other arrangements at the risk and expense of the successful Bidders. Also, nonperformance/unsatisfactory performance or violation of terms and conditions of the contract will make the successful Bidders liable for forfeiture of the security deposit. The decision of icddr,b shall be final and binding on this count.

### 3. **Compensation for Accidents and Damages:**

From the start date of the contract, icddr,b will not be responsible for any kind of injury/accident or death of any staff or Bidders while executing the contract.

### 4. **Adherence to icddr,b's Code of Conduct:**

The Bidders shall ensure that his/her personnel adhere to the icddr,b code of conduct and must abide by icddr,b core values. Misbehaviour with the officers and staff of icddr,b will not be accepted. icddr,b reserves the right to ask the Bidders to withdraw his staff for any reason whatsoever by oral or written notice. The Bidders shall replace that staff after getting information/notice from icddr,b management. All procurement of icddr,b is subject to the relevant policies outlined in the policy manual, and all icddr,b Bidders must abide by the icddr,b's code of conduct. <https://www.icddrb.org/about-us/governance/policies>.

### 5. **Price:**

The price shall remain fixed during the contract period. However, the price for an extended period or scope (if any) will be at the discretion of icddr,b.



**6. VAT & TAX:**

All prices are inclusive of Tax and any applicable VAT. Bidders shall submit original Mushak-6.3 (challan) with invoice and provide the copy of Treasury Challan subsequently (if required). icddr,b will deduct Tax and VAT at sources as per the applicable rate prescribed by the National Board of Revenue (NBR). The rate of tax shall be fifty percent higher (50%) than the applicable rate if the payee fails to submit proof of submission of tax return (acknowledgment copy) at the time of payment. Any change in Tax and VAT rate by the National Board of Revenue (NBR) payable by the Bidders shall be adjusted by icddr,b.

**7. Mode of Payment:**

Payment will be made through Bank Transfer after a thorough examination of the invoice and certification by icddr,b. Under no circumstances will icddr,b entertain any request for cash payment or partial payment for the invoice. The invoice will incorporate any penalties that might need to be enforced, based on the terms and conditions stated in this tender document.

The invoice will incorporate any penalties that might need to be enforced, based on the terms and conditions stated in this tender document. Any work that is beyond the work schedule should be submitted in writing to icddr,b for prior approval.

The payments will be released based on completion of the following deliverables:

- (a) 10% of the payment: After completion of the agreement sign-off & deliverable 1
- (b) 20% of the payment: After completion of the deliverable 2
- (c) 30% of the payment: After completion of the deliverable 3
- (d) 40% of the payment: After completion of the deliverable 4 and final submission of the updated finance policies and procedures manual which must be accepted by the Director, Finance of icddr,b.

**8. Penalty Clause:**

If the Bidders is unable to meet conditions for the Purchase Order and contract, particularly quality and timelines, Purchaser reserves the right to penalize the awardee at the rate of 10% of the last invoice value.

**9. Key Performance Indicators:**

icddr,b expects to monitor the performance of the selected Bidders. icddr,b will draw up specific deliverables associated with the project through the delivery of a project brief and work with the chosen company to monitor final outputs.

**10. Contract Period:**

The contract period will be determined based on the submitted proposal and its timeline. The decision of icddr,b shall be final and binding on this count.

**11. Scope of Works:**

The successful Bidders shall deliver the ordered services as per instruction and direction and within the stipulated time of icddr,b and after getting

information/written notice from icddr,b. The Bidders will be responsible for delivering all the services as frequently as necessary as per the requirement of the icddr,b.

**12. Intellectual Property Rights:**

icddr,b shall be entitled to all intellectual property, including but not limited to copyrights, patents, and trademarks, with regard to products, documents, or other materials which are produced under the Contract. The products shall not be disclosed to the public nor used in whatever format without written permission of icddr,b in line with the national and International Copyright Laws applicable. icddr,b owns the rights to all material used to create the video and can re-use the raw files as needed. Both the video and the content to be delivered should not be used or reused without icddr,b's written consent.

**13. Evaluation and Basis for Award**

An award will be made to the Bidders whose proposal(s) is determined to be responsive to this solicitation document, meets the eligibility criteria stated in this RFP, meets the technical, management/personnel, and corporate capability requirements, and is determined to represent the best value to icddr,b.

**14. Amendment of Request for Proposals:**

At any time before the deadline for submission of Proposals, icddr,b may for any reason, such as in response to a clarification requested by a Bidders, modify the RFP in the form of a Supplemental Information to the RFP. All Bidders who have attended the pre-bid meeting will be notified in writing of all amendments to the RFP. In order to afford prospective Bidders reasonable time to consider the amendments in preparing their Proposals, icddr,b may, at its discretion, extend the deadline for submission of Proposals, if the nature of the amendment to the RFP justifies such extension.

**15. Applicable Law :**

The Contract shall be governed by and construed in accordance with the laws of the People's Republic of Bangladesh.

**16. Joint Venture, Consortium, or Association**

If the Bidders is a joint venture, consortium, or association, all of the parties shall be jointly and severally liable to icddr,b for the fulfillment of the provisions of the Contract and shall designate one party to act as a leader with authority to legally bind the joint venture, consortium, or association. The leader or lead entity, composition, or the constitution of the joint venture, consortium, or association shall not be altered without the prior consent of icddr,b.

**17. Contract Termination:**

Either party may terminate this agreement by giving 1 (one) month prior notice in writing in the event that the other party defaults in the performance or observance

of any terms or undertaking stipulated in this agreement. Service Providers of inferior quality materials or extreme delay in supply within the scheduled period or approved extension time will lead to writing a "**letter of complaint**". Repetitions of similar activities will cause the issuance of a warning letter which may lead to the termination of the contract if required. Termination of the Agreement shall be affected after the settlement of all outstanding issues of both parties.

**18. Arbitration:**

The Parties shall use their best efforts to settle amicably all possible disputes arising out of or in connection with this Contract or its interpretation. If it fails, then the same shall be referred to an Arbitration of two Arbitrators each party nominating one and in case of difference in opinion, both the Arbitrators shall appoint an umpire, and the decision of the Arbitrator and /or Umpire as the case may be shall be final and binding on the parties. The Arbitration proceeding shall be in accordance with the Arbitration Act 2001 of Bangladesh and the venue of Arbitration shall be at icddr,b Dhaka.

**19. Indemnity**

The Bidders shall indemnify the icddr,b against all actions, suits, claims, and demands brought or made against it in respect of anything done or committed to be done by the Bidders in the execution of or in connection with the work of this contract and against any loss or damage to the icddr,b or its user in consequence to any action or suit being brought against the Bidders for anything done or committed to be done in the execution of this contract.

The Bidders will abide by the safety measures prevalent in Bangladesh and will free the icddr,b from all demands or responsibilities arising from accidents or loss of life, the cause of which is the Bidders's negligence. The Bidders will pay all indemnities arising from such incidents without any extra cost to icddr,b and will not hold the icddr,b responsible or obligated. icddr,b may at its discretion and entirely at the Cost of the Bidders defend such suit, either jointly with the Bidders or single in the case the latter chooses not to defend the case.

**20. Declaration:**

**a) We do hereby accept the above terms and conditions of the tender document.**

**b) We have read and understood the SOW/TOR specified in Section E.**

**c) We also declare that we are liable to bear any Cost regarding the supply of inferior quality services and its impact if any.**

Bidders's company name: : \_\_\_\_\_  
Address: : \_\_\_\_\_  
Name of the authorized person: : \_\_\_\_\_  
Designation : \_\_\_\_\_  
Place, Date, Seal & Signature : \_\_\_\_\_

## SECTION – C: TENDER EVALUATION CRITERIA

### 1. Minimum Eligibility Criteria

The bidders must have following minimum eligibility criteria:

- The consultancy firm must have a minimum of 8 years' experience in managing/offering advisory services to institutions for effective financial management. This includes but is not limited to the development and revision of policies and procedures manuals, SOPs, and internal control frameworks, etc.
- The team leader of the consultancy firm must be a member of the relevant professional bodies with certification of Chartered Accountant/CPA/CMA/ACCA.
- The consultancy firm and/or the team leader of the firm must have Experience in relation to International Public Sector Accounting Standards (IPSAS).

### 2. Legal Documents:

Bidders must possess the following documents and accompany them with the Technical proposal.

Legal Documents	
1	Copy of updated Trade License/company registration
2	VAT/GST Registration Certificate
3	Copy of updated TIN certificate and tax return submission

### 3. This RFP will use Quality-Cost Based method for proposal evaluation.

The Technical Proposal will be assessed based on the following criteria as shown in the table below

SL	Criteria	Sub-Criteria	Documents required as evidence	Score	Total Score
01	<b>Methodology &amp; soundness of proposal</b>	Details of the proposed workplan and it's relevancy with TOR	- Proposed execution/work plan	5	10
		Proposed approach/methodology	- Technical proposal	5	

SL	Criteria	Sub-Criteria	Documents required as evidence	Score	Total Score
02	Relevant experience	Experience in relation to review and update finance manual for not-for-profit organizations/ International Non-Governmental Organizations (NGO) by/of the consultancy firms	- List of previous completed engagement related to reviewing and updating finance manual for not-for-profit organizations/ International Non-Governmental Organizations (NGO) with documental evidences of 03 best works	15	30
		Experience in financial policies that are integrated with Enterprise Resource Planning (ERP)	List of previous engagements where ERP is part of that with documental evidences for 01 work	5	
		Knowledge of government regulations in Bangladesh, donor requirements and regulations such as USAID, EC, Gates Foundation, GAC, FCDO by/of the consultancy firms	List of the previous engagements which have relevancy on government regulations in Bangladesh, donor requirements and regulations such as USAID, EC, Gates Foundation, GAC, FCDO with documental evidences of 03 best works.	10	
03	Professional reputation and key Personnel	Experiences of Team Leader in reviewing and updating the finance manual	CV of the designated team leader and at least 01 documental evidence for experiences in reviewing finance manual	10	25
		Knowledge of government regulations in Bangladesh, donor requirements and regulations such as USAID, EC, Gates	CV of the designated team leader and at least 01 documental evidence for experiences in knowledge of	5	

SL	Criteria	Sub-Criteria	Documents required as evidence	Score	Total Score
		Foundation, GAC, FCDO of the Team Leader	government regulations in Bangladesh, donor requirements and regulations such as USAID, EC, Gates Foundation, GAC, FCDO		
		Average experiences of team members in years	CVs of all team members involved in the consultancy	7	
		Professional references	List of three reference with contact details	3	
04	<b>Overall Impression</b>	- Overall Fit and Compatibility	A most relevant and user friendly Technical proposal	5	5
Total Technical Score - 70					

#### 4. **Evaluation Process.**

- ☐ A two-stage procedure will be followed in evaluating proposals, with an evaluation of the Technical Proposal being completed before any Financial Proposal assessment. Evaluators of the technical proposals shall have no access to the Financial Proposals until the technical evaluation is completed.
- ☐ icddr,b will use the Combined Scoring Method which is 70%-30% distribution for technical and Financial proposals, respectively. The minimum passing score for technical proposals is 50 points out of 70.
- ☐ As indicated in (Section - C): "Minimum Eligibility Criteria" will be considered on a Pass or Fail basis – i.e. failure to comply with all these points will disqualify the Bidders for technical evaluation.

**I. Technical Evaluation:** The evaluation committee shall review and evaluate the Technical Proposals based on their responsiveness to the Terms of Reference and other documentation provided, applying the evaluation criteria, sub-criteria, and point system specified in the evaluation table. Each responsive Proposal will be given a technical score. A Proposal shall be rendered non-responsive at this stage if it does not substantially respond to the RFP, particularly the Terms of Reference, or if it fails to achieve the minimum technical score indicated in the evaluation table. The minimum passing score for technical proposals is 50 points out of 70.

- II. Financial Evaluation:** In the second stage, only the Financial Proposal of those Bidders who achieve the minimum technical score will be opened for evaluation comparison and review. icddr,b will evaluate all Financial proposals from responsive Bidders that pass the technical evaluation. icddr,b will determine the overall evaluation score based on either the combination of the technical score and the financial offer, or the lowest evaluated financial proposal of the technically qualified Bidders, whichever offers the best value to the organization.
- III. Verification and reference check:** icddr,b shall reserve the right to determine to its satisfaction the validity of the information provided by the Bidders, through verification and reference checking, among other means that it deems appropriate, at any stage within the selection process.
- IV. Negotiation and Award:** The Award will be made to the responsive Bidders who achieves the highest combined technical and financial score, following the negotiation of an acceptable contract. icddr,b reserves the right to conduct negotiations with the Bidders regarding the contents of their offer. The award will be in effect only after acceptance by the selected Bidders of the terms and conditions and the technical requirements.

## SECTION - D: SCOPE OF WORK /TERMS OF REFERENCE

<p><b>Task Order Title:</b>  <i>[Include a short title of services and/or a general description of items to be acquired. This title should be unique and descriptive, and should be used consistently throughout the task order process.]</i></p>	<p>Consultancy to review and update the revised draft icddr,b Finance Policies &amp; Procedures Manual 2023</p>
<p><b>Introduction:</b>  <i>[Provide a short description of the requirements without including the specific requirements.]</i></p>	<p>icddr,b (International Centre for Diarrhoeal Disease Research, Bangladesh) is a renowned international health research organization dedicated to improving health and well-being in developing countries. As part of its commitment to transparency, accountability, and effective financial management, icddr,b has developed a Finance Policies &amp; Procedures Manual that guides its financial operations. However, to ensure alignment with evolving best practices and compliance with applicable regulations, icddr,b seeks a qualified consultancy firm or individual to conduct a comprehensive review of the Finance Policies &amp; Procedures Manual and related policies.</p>
<p><b>Background:</b>  <i>[Consider the following: Include high-level Project/Department specific background, how the requirement evolved; relationship to other projects; why work is needed, the outcomes of any market research conducted by your project to determine the viability and cost of different options for an email solution. Summarize information which is essential for understanding the work and ensure technical information is understandable to potential readers of different disciplines.]</i></p>	<p>icddr,b operates with seven divisions namely Office of Executive Director, Central Management Services, Support Services, Nutrition Research Division, Infectious Diseases Division, Health System and Population Studies Division, and Maternal and Child Health Division. To administer the functions mentioned above in the previous paragraph in a coordinated and efficient manner, icddr,b multiple research activities requires sufficient support from the OED, central management services and support services. These two divisions are consisting of the following departments: Finance, Human Resources, Internal Oversight, Regulatory and Legal Affairs, Development, Office of ED, Facilities Management, Supply Chain Management, Research Administration, Information Technology, Library &amp; Information Services etc. Finance Department has the overall responsibility for financial operations, including fixed assets management. Financial operations include but not limited to the following: cash management and custodianship of funds, processing of staff salary, compensation and benefits, preparation of annual budget, financial proposal for prospective research, budget monitoring, ensuring donor and other statutory compliances, recording of all financial transactions and commitments, preparation of financial reports for various stakeholders, sub-awards management, full cost recovery, costing &amp; pricing of various service rates and laboratory tests, and an assortment of financial analysis for strategic decision making. The department is also responsible for facilitating financial reviews, annual audit of the entity and project audits.</p> <p>The proposed consultancy will evaluate the current Finance Manual (including standard operating procedures and other relevant organizational policies and procedures) against the changing organizational needs and market trends. For instance, the organization is currently migrating its ERP from Microsoft Navision 2004 to Microsoft Dynamic D365 FO. In addition, the entity is in verge of changing its conventional/commercial international accounting standards (IAS,</p>



	IFRS) by adopting the International Public Sector Accounting Standards (IPSAS). Furthermore, the entity has currently revised its strategic plan.	
<b>Objectives:</b> <i>[Provide a concise overview of your project/Department goals and expectations as a result of this task order. It does not need to include a description of deliverables or requirements since these will be included in the "Specific Requirements" section below. Include the desired end result and your expectations or goals of the contractor/service provider.]</i>	<i>[Include any objectives that are solely applicable to the solution desired to be implemented that are not addressed elsewhere in this document. Amend if require]</i>	
	Business Objectives:	The primary objective of this consultancy is to conduct an in-depth review of icddr,b's updated draft Finance Policies & Procedures Manual and related organizational policies.
	Technical Objectives:	Evaluate the current Finance Policies & Procedures Manual's adequacy, effectiveness, and clarity in guiding financial operations. Ensure compliance with IPSAS and relevant international accounting standards and local financial regulations.
	Service Objectives:	Reorganising the procedures by converting them into function-wise procedures and processes away from the existing unit-wise segmentation.
	Security Objectives:	Analyse the integration of risk management principles and internal controls within the financial policies and procedures.
	Management & Administrative Objectives:	Identify any gaps, inconsistencies, or areas that may need improvement to enhance financial controls and governance.
	Migration Objectives:	To separate Policies and Procedures so that policies are stated first and procedures second.
	Integration Objectives:	Benchmark the Finance Policies & Procedures Manual against industry best practices and suggest improvements accordingly.
	Solution-specific Objectives:	Provide recommendations for updating the Finance Policies & Procedures Manual and related policies.
<b>Scope:</b> <i>[Describe general scope of work. Include a brief description of: Size of the anticipated effort; summary of actions to be performed; results expected; and/or special areas of interest.]</i>	<p>The consultancy will encompass a comprehensive assessment of the Finance Policies &amp; Procedures Manual and related policies. It will include, but not be limited to, the following areas:</p> <ol style="list-style-type: none"> <li>1) Review of the current Finance Policies &amp; Procedures Manual, including policies related to budgeting, procurement, cash management, financial reporting, and asset management.</li> <li>2) Examination of icddr,b's accounting practices and financial record-keeping to ensure alignment with the manual.</li> <li>3) Evaluation of the segregation of duties and internal control mechanisms to identify potential vulnerabilities.</li> <li>4) Assessment of risk management practices and their integration into financial policies.</li> <li>5) Benchmarking the existing policies and procedures against best practices in the non-profit and international development sectors.</li> </ol>	

	<ol style="list-style-type: none"> <li>6) Interviews with key stakeholders, including finance department personnel and relevant management staff.</li> <li>7) Incorporate specific recommendations from previous audits, donors, Internal Oversight and the Board of Trustees.</li> <li>8) Develop the revised manual with Policies and SOPs/Internal Control Framework in line with the other departmental policies and procedures within icddr,b and in compliance with the IPSAS and various donors' policies such as Code of Federal Regulations (2 CFR 200), Public Procurement Rules, EC, Gates Foundation, GAC, FCDO etc.</li> <li>9) Consider the following are aligned to ensure consistency and harmony with the finance policies and procedures: <ol style="list-style-type: none"> <li>a) Other departmental (organizational) policies and procedures such as icddr,b law gazette-icddr,b act 2022, institutional governance framework, COI, risk management policy, fraud prevention policy, travel policy, supply chain manual, self-sustaining policy, facilities management manual, human resources manual, laboratories services manual, endowment fund policy, investment policy etc.</li> <li>b) SDDs and FDDs of the new ERP, etc.</li> <li>c) icddr,b financial background documents, which include the audit reports issued in the last two years, risk management plan, internal oversight and any other recommendations from icddr,b stakeholders.</li> </ol> </li> </ol>
<p><b>Specific Requirements:</b></p> <p><i>[Provide a performance-based narrative of the specific tasks, services and/or deliverables that make up the SOW. Number the tasks sequentially, e.g. Task 1 and narrative, Task 2 and narrative, etc.]</i></p>	<p>The consultancy should result in the following deliverables:</p> <p><b>Deliverable 1: Inception report and work plan</b></p> <ul style="list-style-type: none"> <li>• Submit an inception report within 5 days of contracting.</li> <li>• The report should include an outline of the consultant's approach, objectives, and a detailed work plan in the form of an activity schedule or Gantt chart.</li> </ul> <p><b>Deliverable 2: Document review, analysis, and assessment report</b></p> <ul style="list-style-type: none"> <li>• Collect, review, and analyze all necessary documents required for revising the finance policies and procedures manual by the end of the 1st month.</li> <li>• Identify key areas for improvement and document any gaps or inconsistencies.</li> <li>• Provide an assessment report by the end of the 1<sup>st</sup> month of contracting. <ul style="list-style-type: none"> <li>○ The report should include findings from the document review and analysis as mentioned in the scope of this SoW, and benchmarking exercise, highlighting current gaps, inconsistencies with other departmental policies &amp; procedures, accounting standards and donor compliances, and weaknesses in the existing manual, etc.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Present a clear roadmap and recommendations for strengthening the current finance policies and procedures manual.</li> </ul> <p><b>Deliverable 3: First draft submission</b></p> <ul style="list-style-type: none"> <li>• Submit the 1st draft of the revised finance policies and procedures manual, along with any relevant standard operating procedures (SOPs), for review and input by icddr,b management by the end of the 2nd month of the contracting.</li> <li>• Reorganising the procedures by converting them into function-wise procedures and processes away from the existing unit-wise segmentation.</li> <li>• Include recommendations for the revision of any other relevant policies to ensure consistency if necessary.</li> <li>• Provide a progress report summarizing activities completed during the second month.</li> </ul> <p><b>Deliverable 4: Final revised finance manual</b></p> <ul style="list-style-type: none"> <li>• Based on feedback and input from icddr,b management, refine and submit the final draft of the revised finance manual along with other relevant policies &amp; SOPs, incorporating any required changes by the end of the 3rd month.</li> </ul>
<p><b>Key Deliverables, Milestones and Schedule:</b></p> <p><i>[Describe precisely the items to be delivered, both during the period of performance and at completion of the task order. Deliverables should be referenced back to their requirement in the Specific Requirements section. Describe the schedule either in terms of calendar days from the date of Task Order award or in calendar days when other projects or program elements are dependent on the delivery.]</i></p>	<p><b>Deliverable 1:</b> By the end of 5 days of contracting.  <b>Deliverable 2:</b> By the end of the 1<sup>st</sup> month of contracting.  <b>Deliverable 3:</b> By the end of the 2<sup>nd</sup> month of contracting.  <b>Deliverable 4:</b> By the end of the 3rd month of the contracting.</p>
<p><b>Other Pertinent Information/Special Considerations:</b></p> <p><i>[Include any special considerations or unique requirements necessary to accomplish the task order and/or any additional information that will be helpful in determining reasonable approaches and cost estimates for the task order.]</i></p>	<p><i>As appropriate, this section should contain:</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Identification of potential Conflicts of Interest (COI's) that may influence which service provider/contractors should be awarded the task order.</li> <li><input type="checkbox"/> Service Provider/Contractor Travel - Describe any local or long distance travel the contractor will have to perform to execute the task order. Identify the "to/from" locations of the travel, numbers and duration of the trip.]</li> </ul> <p><b>Qualifications and Expertise:</b>  Interested consultancy firms should possess the following qualifications:</p> <p><b>Mandatory requirements:</b></p> <ol style="list-style-type: none"> <li>The team leader should be a member of the relevant professional bodies with certification of Chartered Accountant/CPA/CMA/ACCA.</li> <li>Experience in relation to International Public Sector Accounting Standards (IPSAS).</li> </ol>

	<p>c) The consultancy firm should have a minimum of 8 years' experience in managing/offering advisory services to institutions for effective financial management. This includes but is not limited to the development and revision of policies and procedures manuals, SOPs, and internal control frameworks, etc.</p> <p><b>Other value-added requirements:</b></p> <ul style="list-style-type: none"> <li>a) Proven experience in Enterprise Resource Planning (ERP) including design of financial management information systems.</li> <li>b) Demonstrated knowledge of government regulations in Bangladesh, donor requirements and regulations such as USAID, EC, Gates Foundation, GAC, FCDO etc.</li> <li>c) Experience with not-for-profit organizations/ International Non-Governmental Organizations (NGO), is highly desirable.</li> <li>d) Excellent proficiency in English writing</li> </ul> <p><b>Reporting and Coordination:</b> The consultancy firm or individual will report directly to Director, Finance and maintain regular communication throughout the review process.</p>
<p><b>Constraints:</b> <i>[This section lists laws, rules, regulations, standards, technology limitations and other constraints that the service and/or service provider must adhere to or work under. Include any constraints not previously mentioned in other sections of this document, potentially to include:]</i></p>	<p><b>1. Legal and Regulatory Constraints:</b> The consultancy must strictly adhere to all applicable local, national, and international laws, regulations, and standards related to financial policies and procedures.</p> <p><b>2. Data Privacy and Security:</b> The consultant is expected to handle all financial data and information in compliance with data privacy laws (e.g., GDPR, HIPAA) and maintain the highest standards of data security.</p> <p><b>3. Organizational Policies and Guidelines:</b> The consultant must align with icddr,b's internal policies, guidelines, and procedures relevant to the scope of the project.</p> <p><b>4. Resource Constraints:</b> Any limitations in terms of personnel, equipment, or resources must be recognized and factored into the scope. The consultancy should outline any specific requirements for resources that will be needed to fulfill the project objectives.</p> <p><b>5. Technology Limitations:</b> The consultant should work within the existing technological infrastructure of icddr,b, taking into account any constraints or limitations posed by the organization's current technology environment.</p> <p><b>6. Time Constraints:</b> The project should adhere to established timelines and deadlines, ensuring that it does not disrupt the ongoing operations of the organization.</p>

	<p><b>7. Budget Constraints:</b> The consultancy must operate within the allocated budget for the project. Any deviations from the budget must be approved through proper channels.</p> <p><b>8. Resource Availability:</b> The scope should recognize the availability of key personnel and stakeholders who may be needed for input, feedback, or collaboration during the project.</p> <p><b>9. Stakeholder Engagement:</b> The consultant should be aware of and accommodate any constraints related to engaging with various stakeholders within the organization. This may include coordinating with different departments or teams.</p> <p><b>10. Reporting and Documentation Standards:</b> The consultant should adhere to specified reporting and documentation standards, ensuring that all project deliverables meet the organization's quality and formatting requirements.</p> <p><b>11. Ethical Standards:</b> The consultancy must uphold the highest ethical standards throughout the project, including avoiding conflicts of interest and maintaining confidentiality.</p> <p><b>12. Change Management:</b> Any changes or recommendations made by the consultant must be feasible and considerate of the organization's capacity for implementation and change management.</p> <p><b>13. External Dependencies:</b> Recognize and work within any external dependencies, such as regulatory bodies, accrediting organizations, or partnerships that may impact the project.</p> <p><b>14. Pandemic or Crisis Situations:</b> Acknowledge and plan for potential disruptions or constraints that may arise due to unforeseen events, such as pandemics or natural disasters.</p> <p><b>15. Communication and Reporting Constraints:</b> Specify any constraints related to communication methods, reporting frequency, or restrictions on sharing project details.</p> <p>These constraints are critical for ensuring that the consultancy aligns with the organization's overarching goals, complies with all relevant laws and standards, and operates efficiently within its resources and limitations.</p>
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<p><b>Contract Type:</b>  <i>[The ordering Project/Department may acquire deliverables and services on a firm-fixed unit price basis in the individual task orders.]</i></p>	<p>The contract type will be deliverables based as mentioned in the Key Deliverables, Milestones and Schedule section above. The payments will be released based on completion of the following deliverables:</p> <p><b>10% of the payment:</b> After completion of the agreement sign-off &amp; deliverable 1  <b>20% of the payment:</b> After completion of the deliverable 2  <b>30% of the payment:</b> After completion of the deliverable 3  <b>40% of the payment:</b> After completion of the deliverable 4 and final submission of the updated finance policies and procedures manual which must be accepted by the Director, Finance of icddr,b.</p>
<p><b>Period of Performance:</b>  <i>[Please indicate the length of the task order i.e. start date and end date. State if the task order is to be awarded with a base period and options.]</i></p>	<p><b>Timeline:</b> The estimated duration for this consultancy is 3 months, including both on-site and off-site work. The exact timeline will be finalized in collaboration with the selected consultancy firm or individual.</p>
<p><b>Place of Performance:</b>  <i>[Place of performance is determined by the ordering Project/Department at the task order level]</i></p>	<p><b>icddr,b</b>, 68, Shaheed Tajuddin Ahmed Sarani Mohakhali, Dhaka 1212</p>

## SECTION – E: INFORMATION OF THE BIDDERS

Information of the Bidders		
Sl.	Required Information	Put your information below
1	Constitution of Bidders: (If available please attach Company Profile)  <i>[USE ✓ MARKS]</i>	<input type="checkbox"/> Sole Proprietorship <input type="checkbox"/> Partnership <input type="checkbox"/> Corporation <input type="checkbox"/> Joint Venture <input type="checkbox"/> Franchise <input type="checkbox"/> Non-Profit <input type="checkbox"/> Limited Company <input type="checkbox"/> Cooperative Society
2	Name of the Organization/Company (In block letters):	
3	(a) Registered Address (in full):	<input type="checkbox"/> Vill/Street: ..... <input type="checkbox"/> P.O.: ..... <input type="checkbox"/> District/City: ..... <input type="checkbox"/> Post Code: ..... <input type="checkbox"/> Telephone: ..... <input type="checkbox"/> Cell: ..... <input type="checkbox"/> E-Mail: ..... <input type="checkbox"/> Website .....
	(b) <u>Corporate Office/</u> Store/Factory/Manufacturing Plant Address (if any):	<input type="checkbox"/> Vill/Street: ..... <input type="checkbox"/> P.O.: ..... <input type="checkbox"/> District/City: ..... <input type="checkbox"/> Post Code: ..... <input type="checkbox"/> Telephone: ..... <input type="checkbox"/> Cell: ..... <input type="checkbox"/> E-Mail: .....
4	Copy of updated Trade License/company registration (Please attach an updated copy of the Trade License/ company registration)	
5	VAT/GST Registration Certificate (Please attached copy of the VAT/GST Registration Certificate)	

Information of the Bidders				
Sl.	Required Information	Put your information below		
6	TIN certificate and tax return submission. (Please attach a copy of the latest Income Tax Clearance Certificate)			
7	Primary Contact Person	Name	:	
		Phone no	:	
		E-mail	:	
8	Secondary Contact Person	Name	:	
		Phone no	:	
		E-mail	:	
9	Other certificates (s) [i.e., ISO, BSTI, etc. (if any)]			
10	Details of recognition/awards (if any)			
11	Bank Information	Account Name	:	
		Account No	:	
		Account Type	:	
		Bank Name	:	
		Branch Name	:	
		Routing Number	:	

Bidders's company name: :

Address: :

Name of the authorized person: :

Designation :

Place, Date, Seal & Signature :



**SECTION – F: ANSWER THE FOLLOWING QUESTIONS WHEN WRITING THE PROPOSAL.**

No.	Questionnaire	Response
1	Can you provide details of your experience in conducting similar reviews and updates of finance policies and procedures manuals for organizations, especially in the international health research or non-profit sector?	
2	Do you have professionals with certifications such as Chartered Accountant, CPA, CIA, CMA, CFE, ACCA, and knowledge in IPSAS?	
3	Can you share examples of your work related to Enterprise Resource Planning (ERP) and the design of financial management information systems?	
4	How do you plan to assess the current Finance Policies & Procedures Manual against the changing organizational needs, including the migration to Microsoft Dynamic D365 FO and adoption of IPSAS?	
5	What steps will you take to ensure alignment with industry best practices and compliance with international accounting standards and local financial regulations?	
6	How do you plan to conduct interviews with key stakeholders, including finance department personnel and relevant management staff?	
7	Can you outline your proposed methodology for reviewing and updating the Finance Policies & Procedures Manual, considering the integration of risk management principles and internal controls?	

No.	Questionnaire	Response
8	How do you plan to address potential gaps, inconsistencies, or areas that may need improvement in the current manual?	
9	What strategies do you have in place to ensure a seamless separation of Policies and Procedures as part of the migration objectives?	
10	How will you collect, review, and analyze necessary documents for revising the manual, and what documentation review process will you follow?	
11	Can you provide a sample of an inception report and work plan for a similar project you have undertaken?	
12	How do you plan to present findings and recommendations in the assessment report, and what format will the report take?	
13	How do you plan to coordinate with icddr,b during the review process, and what communication channels and reporting mechanisms will be in place?	
14	How will you handle potential conflicts of interest during the consultancy, ensuring alignment with icddr,b's internal policies and guidelines?	
15	What provisions do you have for handling feedback and input from icddr,b management during the drafting phases?	
16	How will you manage the project timeline to ensure completion within the estimated 3-month duration, considering both on-site and off-site work?	
17	What quality assurance measures do you have in place to ensure the final revised	

No.	Questionnaire	Response
	finance manual meets icddr,b's standards and requirements?	
18	How do you plan to address the identified constraints, such as legal and regulatory requirements, data privacy and security, and other organizational policies and guidelines?	
19	Can you provide examples of how you have successfully managed similar constraints in previous consulting projects?	
20	Can you outline how you will ensure that each deliverable meets the expectations outlined in the Scope of Work before payment is released?	
21	Can you provide references from previous clients with similar project scopes and objectives?	
22	How have you handled feedback and revisions from clients in past consulting engagements?	

## Annex - 1:

### **Sample Cover Letter**

[Bidders: Insert date]

Director, Supply Chain Management  
icddr,b  
68 Shaheed Tajuddin Ahmed Sharani  
Mohakhali, Dhaka 1212  
Bangladesh

Reference: Request for Proposals # icddr,b/SCM/LTM/ NS-23-4627

Subject: [Bidders: Insert the name of your organization]'s technical and financial proposals

Dear Sir:

[Bidders: Insert the name of your organization] is pleased to submit its proposal concerning the above-referenced request for proposals. For this purpose, we are pleased to provide the information furnished below:

Name of Organization:	_____
Type of Organization:	_____
Taxpayer Identification Number:	_____
VAT Number:	_____
Address:	_____
Telephone:	_____
E-mail:	_____

we confirm that our proposal, including the financial proposal, will remain valid for 180 calendar days after the proposal deadline.

Sincerely yours,

\_\_\_\_\_  
Signature

## Annex - 2:

### RECENT REFERENCES RELEVANT EXPERIENCE WITHIN THE PAST FIVE YEARS

Bidders must fill out the sample table below with reference information for at least two, but up to three, projects they have completed that are similar to the project described in this RFP. The information provided must include at least the following minimum requirements:

- ☐ Client name, location, and date of execution;
- ☐ Description of the project and specifically the work done by the Bidders in the project;
- ☐ Contact details for checking references.

	Client Name, Location, and Date of Execution	Description of the Project and the Work Performed	Contact Details for Reference Check
1			
2			
3			

## Annex - 3

### **Template for Financial Proposal (sample)**

#### **TO BE RETURNED ON THE BIDDERS'S LETTERHEAD**

<b>SUMMARY OF COST PROPOSAL</b>	
<b>Item</b>	<b>Costs In BDT</b>
Cost (including AIT) for Consultancy Services:	
VAT Amount 15%:	
Grand Total:	
In words:	

We, the undersigned, hereby accept in full icddr,b General Terms and Conditions, and hereby offer to deliver the services listed above in conformity with the specification and requirements of icddr,b:

Bidder's company name: \_\_\_\_\_

Address: \_\_\_\_\_

Name of the authorized person: \_\_\_\_\_

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

Place, Date, Seal & Signature: \_\_\_\_\_