



PAKISTAN MORTGAGE REFINANCE COMPANY LIMITED

Request for Proposal Compensation and Benefits Survey

Date: November 21, 2019

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1. Introduction

Pakistan Mortgage Refinance Company (PMRC) is set up as a mortgage liquidity facility to address the long-term funding constraint in the banking sector, which was hindering the growth of the primary mortgage market. PMRC is a secure source of long-term funding at attractive rates and at the same time ensuring sound lending habits amongst the primary mortgage lenders (PMLs). Its thrust is three-fold: help reduce maturity mismatch risk for PMLs, increase the availability of fixed rate mortgages and increase the maturity structure of the mortgage loans. This in turn would not only help improve the affordability of mortgages but also increase the number of qualifying borrowers. PMRC will play a key role in providing medium and long-term funding to both conventional and Islamic PMLs. These initiatives will result in an expansion of the primary mortgage market. As the Company's principal source of funding will be from the local bond market, another important objective of the Company is to pioneer the development of the local bond and sukuk markets.

Pakistan Mortgage Refinance Company has four core work streams:

1. Promote expansion of affordable housing finance.
2. Establish high standards of mortgage practices for housing finance.
3. Provide innovative, viable and market-based financial products for the development of mortgage market in Pakistan.
4. Introduce new classes of conventional and Islamic assets to deepen and widen the local capital market

2. About the Project

Pakistan Mortgage Refinance Company wants to benchmark the positions of all the staff against the peer organisations in the market. In this regard, PMRC is seeking to hire a firm for a latest benchmarking of its positions/grades. The overall objective is to provide direction and support to the existing PMRC's compensation and benefits structure so as to bring it at par with the industry standards. This activity is to carry out a compensation and salary survey of peer organisations. In addition, the selected firm will be required to give Pakistan Mortgage Refinance Company a trend analysis on the benefits given by peer organizations.

3. Scope of Work

Pakistan Mortgage Refinance Company is seeking to engage a specialized Human Resource consultant company to conduct compensation and survey of appropriate peer organizations. The organization should have latest data available for the organizations in target sectors of PMRC. The selected company will be expected to provide guidance with regard to salary ranges as well as detail on the benefits offered in the market for all benchmark positions.

The consultant shall conduct a comprehensive compensation and benefits survey along with position classification review, and shall develop recommendations and propose options for a compensation and classification system of positions included in the current organizational structure, as well as recommendations and options for employee benefits to ensure PMRC's competitiveness with relevant peer organizations in the marketplace.

- To receive information regarding trends in the financial/ banking sector in order to respond promptly to changes within the business environment.
- To appropriately update on the compensation and salary strategy for PMRC.
- To compare PMRC's compensation and salary policy with those of their main peer DFIs and Banks.
- To update PMRC's salary ranges and grades.
- To update on competitive benefit plans for PMRC (may include but not limited to benefits as per Annexure A.)
- To determine PMRC's level of employee attractiveness as an "employer of choice" regarding compensation and benefits.
- The results of the survey can be utilized by PMRC irrespective of the job evaluation system they implement.
- To align performance and annual bonus structure with the market.

4. Objectives of the Study

- A review of the organization's current range of rewards and benefit offerings, including retirement benefits.
- A comprehensive study, evaluation and analysis of the organization's existing job classifications to ensure that all positions are graded appropriately with respect to internal equity.

5. Salary Survey Methodology

The salary survey methodology should include but not be limited to the following:

1. Review existing PMRC documentation that guides remuneration including personnel policies.
 - a) Conduct a survey, targeting a suitable number of peer organisations (these organisations must be pre-vetted by PMRC) from commercial banks and DFI's to benchmark the salaries, allowances and entitlements/benefits offered at PMRC. The hired firm must match PMRC's positions with those of peer organisations as closely as possible to facilitate an accurate determination of salary levels for various positions and job groups.
 - b) Gather information regarding:
 - i) Salary information including benefits, and allowances.
 - ii) Job data including the number of incumbents in the job classification, average salary of the incumbents, salary ranges for positions with specified minimum and maximum salaries, bonuses, reporting relationships, etc.
 - iii) Recommend a salary scale and also suggest short term and long-term incentive structure considering the work stream's core deliverables. The recommendations on salary scales and incentive structure should be in accordance with the job description. In addition, following must also be kept in consideration when comparator positions are identified,
 - a) Similarity of functions, and
 - b) Hierarchy within job family

6. Submission

• Submission Details

Communication Address	6th Floor, Bahria Complex-I, M.T. Khan Road, Karachi-74000, Pakistan
Telephone	+92 21 3563 3367
Fax	+92 21 3563 3365
Date of RFP	November 21, 2019
Deadline for submission	November 30, 2019
Contact person in case of queries	Ms. Anam Murtaza
Results Announcement date	December 04, 2019

• Submission Process

The submission of proposal will begin on November 22, 2019 and close on November 30, 2019 at 5 pm. The proposal shall be submitted in a sealed envelope.

• Content of the Proposals

The proposal should at least include the following contents:

- Firm profile
- Relevant Experience & Credentials
- Project Schedule
- Approach & Sample Documentation
- Fee Structure

• Payment Schedule

Deliverables	% Payment
Upon signing of contract	30%
Submission of final report, including the suggested salary grades for Pakistan Mortgage Refinance Company and acceptance of the deliverable by PMRC.	70%

• Deliverables

After the companies have been selected and approved by PMRC, the final report should be submitted by the selected company within 3 weeks of the signing of the contract.

7. Evaluation Criteria

The evaluation criteria, relevant sub-criteria, and point system to be used to evaluate the Technical Proposals shall be:

S.no	Details	Marks
i)	Experience a. At least 5 years of relevant experience	10
ii)	At least 2 positive referrals	10
iii)	List of clients whose most recent data on peer organizations are available/will be available	30
iv)	Timeline: Work schedule and planning for deliverables	20
v)	Methodology & Report a. Description of approach, methodology, and work plan in responding to the terms of reference; b. Sample report (i. Quality- content & analysis; ii. Format – presentation of data)	20
vi)	Audited Financials	10
	Total	100

8. Ownership/Control of work

All materials produced or acquired during the appointment – written, graphic, digital, audio/video or otherwise - shall remain the property of Pakistan Mortgage Refinance Company unless and to the extent such rights are explicitly relinquished (in whole or in part) by PMRC, in writing. Pakistan Mortgage Refinance Company furthermore retains the exclusive right to publish or disseminate in all languages reports arising from such materials.

9. Confidentiality

It is highly expected from the selected company to maintain the highest level of confidentiality to the information provided before, during and after the completion of the assignment. Selected Company will sign a non-disclosure agreement with PMRC. They shall practice highest standard of professional and ethical values and norms in providing this consultancy services.

10. Annexure A

Maternity Range (in Rs.)	Normal Delivery	
	Complicated Delivery	
Hospitalization Limits		
Group Life Insurance Limits		
Car Allowance	Maintenance Allowance (Per month)	
	Car Allowance (Per Month)	
	Total Car Allowance (Per Month)	
	Insurance	
Fuel Allowance (ltrs)		
Mobile Set Cost (Max. limit)		
Mobile Phone Bill Allowance		
Travel Allowances	International Travel	Travelling Class
		TA/DA (in \$)
		Overseas Hotel
		In lieu of Hotel
	Domestic Travel	Travelling Class
		TA/DA - Hotel Availed (in Rs.)
		Hotel Accommodation
		TA/DA (hotel not availed)
Out-Patient Medical		
LFA		
Driver/ Guard Allowance		
Any other Allowance		
Club Membership		
Club subscription fees/ monthly charges		
Profession Fee Reimbursement		
Performance Bonus	Average	
Fixed Bonus		
Eid Bonus		
Staff Loans	House Loan	Markup
		Entitled Amount
	Car Loan	Markup
		Entitled Amount
	Personal Loan	Markup
		Entitled Amount
	Any other loan	Markup
		Entitled Amount

11. Annexure B: Authorization Letter

[Location, Date]

To: [Name and address of Company]

Dear Sirs/Madams:

We, the undersigned, hereby submit the Proposal for [Insert title of assignment] in accordance with your Request for Proposal dated [Insert Date] and our Proposal.

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

We undertake to negotiate on the basis of the proposed specifications. Our Proposal is binding upon us and subject to the modifications resulting from the Proposal Review Meeting.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature [In full and initials]:

Name and Title of Signatory:

Name of Prospective Bidder:

Address:

Note: This letter of authority should be on the letterhead of the firm and should be signed by a person competent and having the power of attorney to bind the firm. The Bidder in its bid should include it.

_____**End of RFP**_____