



Malawi Revenue Authority
Private Bag 247
Blantyre

REQUEST FOR QUOTATIONS (FOR SERVICES)

Procurement Number: MRA/External Audit for Human Capital Risks/02/10/2024

To:

Date: ... 02nd October, 2024

The Procuring Entity named above invites you to submit your quotation for carrying out the whole services as described herein. Any resulting order shall be subject to the Government of Malawi General Conditions of Contract for Local Purchase Orders (available on request) except where modified by this Request for Quotations. 4

SECTION A: QUOTATION REQUIREMENTS:

- 1) Description of Supply and Delivery
Provision of External Audit Services for Human Capital Risks
- 2) Services are to commence by **7 days** from date of order.
- 3) Services are to be completed by **6 weeks** from the date of order.
- 4) Quotations must be valid for **60 days** the date for receipt given below.
- 5) Quotations and supporting documents as specified in Section B must be marked with the Procurement Number given above, and indicate your acceptance of the terms and conditions.
- 6) Quotations must be deposited in the **RFQ Box** at the **Reception on 1st Floor at Msonkho House in Blantyre**, in sealed envelopes no later than: **Tuesday, 8th October, 2024**
- 7) Quotations must be returned to:

IPDC Chairperson
Malawi Revenue Authority
Private Bag 247
Blantyre

- 8) The attached Schedule of Rates and at Section C together with any Terms of Reference or other documentation mentioned in Section C and appended, details the services to be performed. You are requested to quote by completing Sections B and C. Quotations shall cover all costs of labour, materials, equipment, overheads, profits and all associated costs for performing the works including all taxes and duties. The total cost of performing the services shall be included in the items stated and the cost of any incidental services shall be deemed to be included in the prices quoted.
- 9) Quotations that are responsive, qualified and technically compliant will be ranked according to price. Award of contract will be made to the lowest priced quotation by item or by total through the issue of a Local Purchase Order.

Signed:

Name: **Miriam Jere**

Title/Position: **Head of Supply Chain Management**

For and on behalf of the Purchaser

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Your quotation is to be returned on this Form by completing and returning Sections B and C including any other information/certification required within this RFQ.

SECTION B: QUOTATION SUBMISSION SHEET

- 1) Currency of Quotation: Malawi Kwacha
- 2) Services will commence within: days/weeks/months from date of Purchase Order.
- 3) Services to be completed by: days from the date of Purchase Order.
- 4) Validity period of the quotation is:days from the date for receipt of Quotations.
- 5) We enclose the following documents:
 - i. Section C of the Request for Quotations completed and signed;
 - ii. A copy of our Business Registration Certificate
 - iii. A copy of National ID card
 - iv. A list of Terms and Conditions that apply
 - v. A copy of the current Tax Clearance Certificate
 - vi. Three copies of LPOs or Contracts of for assignments of similar nature
 - vii. A copy of the current practising license issued by the regulatory body
- 6) We confirm that our quotation is subject to the terms and conditions stated in your Request for Quotations referenced above, and that any resulting contract will be subject to the Government of Malawi General Conditions of Contract for Local Purchase Orders.
- 7) We confirm that the prices quoted are fixed and firm for the duration of the validity period and will not be subject to revision or variation.

Authorised By:

Signature: _____ Name: _____

Position: _____ Date: _____

(DD/MM/YY)

Authorised for and on behalf of:

Company: _____

Address:
.....

If any additional documentation is attached to your quotation, a signature and authorisation at Section B and Section C is still required as confirmation that the terms and conditions of this RFQ prevail over any attachments. If the Quotation is not authorised in Section B and Section C, the quotation may be rejected.

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SECTION C: SCHEDULE OF REQUIREMENTS (TO BE PRICED BY BIDDER)

Item No	Description of Service (Attach detailed specification if necessary)	Unit of Measure	Quantity	Delivered Unit Price Kwacha (Tax Inclusive)	Delivered Total Price Kwacha (Tax Inclusive)
1	Provision of External Audit services for Human Capital risks in compliance with the TADAT requirements		1		
				<i>Sub total</i>	
				<i>VAT</i>	
				<i>PPDA Levy (1%)</i>	
				<i>Total bid price</i>	

NOTE

Terms of Reference have been appended below

Authorised By:

Signature: _____

Name: _____

Position: _____

Date: _____

(DD/MM/YY)

Authorised for and on behalf of:

Company: _____

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PROCUREMENT OF ADVISORY SERVICE FOR ASSESSMENT OF HUMAN CAPITAL RISK MANAGEMENT

TERMS OF REFERENCE

1	<p><u>Background</u></p> <p>The Tax Administration Diagnostic Assessment Tool (TADAT) framework provides a standardized means of assessing the health of key components of a country's tax administration system and its level of maturity in the context of international good practice. TADAT assesses the performance of a country's tax administration system by reference to nine Performance Outcome Areas (POAs), one of which is effective risk management. Under effective risk management, there are five performance indicators which includes a tax administrations' management of human capital risks.</p> <p>It is against this background that the Malawi Revenue Authority (MRA) seeks to engage the services of an audit firm to undertake an assessment of the Authority's capacity and structures in management of human capital risks and the degree to which the Authority evaluates the status of human capital risks and related mitigation interventions which are critical dimensions measured under the TADAT POA 2-7: Management of Human Capital Risks.</p>
2	<p><u>Period of Engagement</u></p> <p>This engagement will commence with the Authority's assessment of its capacity and structures in management of human capital risks and the degree to which the Authority evaluates the status of human capital risks and related mitigation interventions for period financial year beginning 1st April 2023 and ending 31st March 2024.</p>
3	<p><u>Responsibilities</u></p> <p>i. MRA Management</p> <p>The Board and Management of MRA are fully committed to implementing Enterprise Risk Management (ERM) as a core competency across the organization. ERM is embedded into strategic planning, budgeting, policy and operational decision-making processes to support achievement of objectives in a risk-aware manner.</p> <p>The Authority's management shall:</p> <ol style="list-style-type: none">a) Make available to the successful bidder, as and when required, all of the Authority's relevant documentation required for the successful execution of the task including minutes of management and board meetings.b) Facilitate access to any other relevant documentation required during the assignmentc) Coordinate and support any scheduled assignment activities

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4	<p>d) Ensure prompt follow-up on recommendations made in the report issued by the party engaged to undertake the assignment.</p> <p>ii. Successful Bidder</p> <p>The successful bidder will be responsible for:</p> <p>a) Undertaking the assignment to achieve the objective of the assignment within the agreed scope, timelines and cost.</p> <p>b) Assemble a well-qualified and experienced team to undertake the assignment to the required level of quality standards in accordance with guiding frameworks and best practice.</p> <p>c) Requesting for any relevant documentation required for the successful execution of the task.</p> <p>d) Issue and report highlighting the results of the assessment and recommendations, if any</p>
5	<p><u>Objective</u></p> <p>The main objective of the assignment is to assess, in line with best practices and guiding frameworks, the Authority's capacity and structures in management of human capital risks and the degree to which the Authority evaluates the status of human capital risks and related mitigation interventions</p> <p><u>Scope of services</u></p> <p>The successful bidder shall undertake such activities as are necessary to enable them to provide an objective assessment in accordance with TADAT guidelines of the Authority's capacity and structures in management of human capital risks and the degree to which the Authority evaluates the status of human capital risks and related mitigation interventions.</p> <p>Specifically, the successful bidder shall assess the extent to which the Authority:</p> <ol style="list-style-type: none"> i. Assesses the gap between existing workforce skills/competencies and business needs. ii. Scans the labor market and competes for skills critical to its operations. iii. Leverages outsourcing methods and use of non-permanent workers. iv. Recruits top talent – people with the most in-demand skills. v. Identifies and retains key people. vi. Facilitates the development of skills (training tax administration officials in the core business of tax) or capabilities required by the business in the near future vii. Implements a succession planning framework to develop future managers and leaders. viii. Mentors and prepares internal candidates to assume critical leadership, managerial and operational roles. ix. Promotes workforce diversity and inclusion that is benchmarked against documented and binding national or international norms and values. x. Ensures, through regular evaluation, that performance management/talent reviews are conducted objectively and taken as a critical input into business activities.

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6	<p>xi. Ensures compliance with national laws and regulations governing employer/employee relationships—including those applying to employee unionization.</p> <p>xii. Ensures that the organization's policies are applied uniformly to all employees.</p> <p>xiii. Ensures that the organization adheres to national laws and regulations governing workplace health and safety/security conditions</p> <p>xiv. Ensures affordability of the workforce by minimizing risk-taking in compensation arrangements.</p>
7	<p>xv. Analyses the impact (including cost to productivity and service delivery) of attrition and the loss of critical knowledge.</p> <p>xvi. Aligns remuneration with performance.</p> <p>xvii. Uses analytical tools to take a long-term and informed view of workforce costs and linkages between a defined set of human capital risks.</p> <p>xviii. Plans for and provides sufficient resources to manage and develop talent.</p> <p>xix. Promotes employee engagement and motivation including the free flow of ideas for purposes of innovation and improved productivity and creating an environment of openness and trust.</p> <p>xx. Identifies, leverages and, through select assignments, shares talent and skills across the organization.</p>
8	<p><u>Deliverables</u> A report clearly indicating results and highlighting recommendations, if any, regarding the successful bidder's assessment of the Authority's capacity and structures in management of human capital risks and the degree to which the Authority evaluates the status of human capital risks and related mitigation interventions.</p>
9	<p><u>Requirements</u> The applicant should be a registered and established firm of Auditors and/ or Chartered Accountants with valid practicing certificate:</p> <ul style="list-style-type: none"> • Which has been offering advisory, audit and /or accounting services in Malawi for not less than 10 years. • Which has demonstrable experience providing advisory service to large Government and /or private institutions. • Which its key personnel working on the assignment have a combined advisory and/or accounting experience of at least 10 years (for supervisors) and 3 years (for officers);
10	<ul style="list-style-type: none"> • Which is registered and in good standing with the Malawi Accountants Board and the Institute of Chartered Accountants in Malawi (ICAM). • Which is tax compliant as evidenced by Tax Clearance Certificate issued by the Malawi Revenue Authority (MRA).

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11	<p><u>Assignment Period</u> The assignment should be completed within 6 weeks after the successful bidder has been awarded the contract to perform the assignment. Indicatively, it is anticipated that the report should be ready 1st October 2024.</p> <p><u>Reporting Arrangements</u> The Final report shall be addressed to the Commissioner General. The successful bidder will be required to discuss the report including any findings and recommendations with the Authority's Executive Management at the end of the assignment.</p> <p>The successful bidder shall liaise with the Director of Human Resources on a daily basis during the duration of the assignment as the primary point of contact.</p> <p><u>Fees Structure</u> The applicant should indicate in their bid a financial proposal clearly highlighting total fees chargeable and the basis for the same such as hourly rates, man hours and other resources to be consumed during the exercise.</p> <p><u>Location</u> Blantyre, Msonkho House along Independence Drive</p>
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12. SELECTION CRITERIA: LEAST COST BASED

The consultant will be selected based on the following criteria:

Criteria	Maximum Points
Relevant experience	30
Qualifications and competence of the key staff for the assignment	30
Approach and methodology	30
Understanding of the project objectives	10
TOTAL	100

The minimum technical score for bidders to pass to the financial evaluation stage shall be **75 points**

By accepting this consultancy, the consultant agrees to abide by the terms outlined in this document.