



Terms of Reference

For

Developing Strategic Plan For SDF

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1. Introduction

The SAARC Development Fund (SDF) Secretariat was inaugurated by the Heads of States/Governments of SAARC Member States in April 2010 during the 16th SAARC Summit in Thimphu.

The primary objectives of SDF are:

- to promote the welfare of the people of SAARC Region,
- to improve their quality of life, and
- to accelerate economic growth, social progress and poverty alleviation in the SAARC Region.

SDF has three funding Windows i.e. Social, Economic and Infrastructure.

2. Objectives:

The objective of this exercise is to prepare a comprehensive strategic plan for the SDF for the short (one year), medium (two years) & long (three years) term in major areas like Investment Advisory, Treasury Management, Fund Mobilization and Deployment, Credit Rating of the Fund, co-funding strategies and collaboration with UN Agencies, Multilateral / Regional funds and other non regional partners, IT strategy and Business Process re-engineering, Human Resource requirements, review of existing SOPs etc. to ensure that SDF fulfills its given mandate.

3. Scope of Work:

The scope of work for the consulting firm will include major strategic areas but not be limited to:

- i. **Strategy & Action Plan for the SDF (including Strategic Business Model) :** Provide a strategy for effective and efficient functioning of SDF by review of existing set up and processes, amendment of the Charter, Bye-laws and Rules & Regulations, delegation of power and other management procedures. Provide strategic inputs on the legal structure, capital structure, business verticals etc. of SDF.
- ii. **Organizational Structure and Culture :** The strategic plan for a comprehensive organizational structure and culture including human resource framework and development of a HRM policy which would include a capacity assessment of existing

structure, well defined job description for each position (including age, qualification, experience required). Examine the need for setting up of country offices for effective monitoring and implementation of SDF funded projects in the SAARC Member States.

iii. **Strategic approach for review of the following existing functional areas of SDF**

- a. **Economic & Infrastructure windows :** Provide strategic inputs for the E & I windows and suggest the avenues for project execution / lending activities (including loan products, pricing of loan products based on cost of funds, focus areas for lending etc.) in the SAARC region. Suggest possibilities of co-funding and strategy for collaboration with international, regional and national financial institutions and international organizations.
 - b. **Social Window:** Provide strategy and examine the need to fine tune existing processes and policies relating to social window including project management and other aspects. Suggest roadmap for Social Window and possibilities of co-funding and strategy for collaboration with international, regional and national financial institutions and international organizations.
 - c. **Other secretariat functions:** Provide strategy and examine the need to fine tune existing processes and policies (including SOPs) relating to other secretariat functions such as audit, M&E, legal, accounts/ finance, treasury, IT, HR & Admin, communication and knowledge management etc.
- iv. **Fund Mobilization &Deployment:** Suggest strategies for raising & deploying resources / funds both from within and outside the SAARC region including tapping financial markets (for financing its projects under the social, economic & infrastructure windows). This would include examining the need for credit rating of the fund.
- v. **Treasury Operations:** Framing strategies for investment of the fund resources using a diversified portfolio across geographies (across all 8 SAARC member states) and across instruments with a view to optimize returns within a given risk framework.
- vi. **ICT strategy & Business Process Re-engineering:** Provide the ICT strategy and proposed infrastructure for upgrading its ICT system with a view to integrate all secretariat functions and conducting a Business Process Re-engineering of SDF and selecting appropriate ICT system, including ERP, to conduct its business more effectively.

4. Eligibility Criteria:

- Previous experience in similar assignments for a minimum period of ten years.
- Demonstrated minimum experience of 5 years working in SAARC countries/ region or expertise in SAARC countries
- Experience of working for Multilateral Institutions, MNC's, Central Banks, Funds, would be an added advantage
- Having an independent in-house team with expertise in developing enterprise strategies.

5 Deliverables

- Comprehensive strategic plan for the SDF covering all issues provided in the scope of work
- Presentation to SDF management

6 Other terms and conditions

- The SDF reserves a right to modify the terms of reference at any point of time.

7 Submission of proposal

- If the proposals are sent by email the financial proposal shall be password protected and the password shall be separately called for by SDF in due course.
- If the proposals are sent by DHL courier the Technical and Financial proposals should be sent separately in sealed envelopes.
- Last date of submission of proposals is 15th September, 2015, 5:00 PM (BST) at the following address:

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