Terms of Reference

1. Introduction

The Intellectual Property Organization of Pakistan (IPO-Pakistan) is an autonomous body working under the Ministry of Commerce, responsible for the administration, regulation, and promotion of intellectual property (IP) rights across Pakistan.

Recognizing that effective human resource management is vital for efficient service delivery and organizational development, IPO-Pakistan seeks to address key HR-related challenges, including:

- Inefficient recruitment, retention, and career development mechanisms;
- Review of Key Performance Indicators (KPIs) and a performance management system aligned with organizational goals;
- Conduct rightsizing assessment of the organization/entity in line with Federal Government rightsizing policy and reform objectives.
- Need for organizational restructuring to enhance operational efficiency and accountability.

To resolve these issues, IPO-Pakistan proposes to engage a qualified Human Resource (HR) consultancy firm.

2. Objectives

The primary objectives of engaging an HR consultancy firm are to:

- Diagnose and resolve existing HR challenges within IPO-Pakistan;
- Streamline HR policies, procedures, and practices in line with public sector standards and international best practices;
- Strengthen institutional capacity through the development of a transparent, efficient, and performance-driven HR framework;
- Conduct rightsizing assessment of the organization/entity in line with Federal Government rightsizing policy and reform objectives.
- Formulate a salary structure for the proposed posts as well as current posts for long term retention of the trained HR.
- Align HR systems with IPO-Pakistan's strategic objectives and long-term vision.

3. Scope of Work

The HR consultancy firm will undertake the following key tasks:

1. HR Diagnostic & Assessment

- Conduct a comprehensive HR audit of IPO-Pakistan (covering existing policies, systems, and practices);
- Identify gaps in organizational structure, staffing, and workforce planning;
- Assess existing recruitment, promotion, and transfer mechanisms;
- Review and recommend necessary changes to the IPO-Pakistan Service & Financial (S&F) Rules 2022.
- Conduct rightsizing assessment of the organization/entity in line with Federal Government rightsizing policy and reform objectives.

- Submit actionable rightsizing recommendations along with implementation roadmap, timelines and estimated financial/administrative impact.

2. Policy & Framework Development
    - Develop or revise HR policies, including detailed KPIs, in accordance with public sector norms and international best practices;
    - Recommend and design an effective organizational restructuring model;
    - Develop succession planning strategies and employee retention policies.
3. Career and Performance Management
    - Propose mechanisms for fair, transparent, and merit-based career progression across all IPO registries and offices;
    - Develop a robust performance appraisal system;
    - Introduce and integrate KPIs aligned with IPO-Pakistan's functional and strategic goals;
    - Recommend welfare measures to enhance employee engagement and performance.
    - Identify training and capacity building needs and recommend sustainable learning and development programs
4. Change Management & Implementation Support
    - Facilitate the implementation of revised HR systems and policies;
    - Provide advisory and capacity-building support to ensure smooth adoption and sustainability;
    - Recommend digital HR solutions, such as HRMIS, e-recruitment systems, and other automation tools.
    - Reform Impact on the sustainability of the Organization.

4. Deliverables

The selected firm will be responsible for submitting the following deliverables:

1. Inception Report outlining methodology, work plan, and timelines;
2. HR Diagnostic & Audit Report identifying key issues and opportunities;
3. Draft HR Policy Manual, SOPs, and organizational SWOT analysis;
4. Performance Management Framework, including KPIs and appraisal tools;
5. Change Management & Implementation Plan, including training recommendations;
6. Final Report summarizing findings, interventions, and sustainability strategy.
7. Submit actionable rightsizing recommendations along with implementation roadmap, timelines and estimated financial/administrative impact.

5. Duration of Assignment

The duration of the consultancy assignment shall be 12 months, with phased deliverables as per the approved work plan and timeline.

6. Expertise & Qualifications of the HR Firm

The HR consultancy firm must meet the following requirements:

- Minimum 10 years of experience in providing HR consulting services, preferably with government, public sector, or autonomous bodies;
- Proven track record in HR policy development, organizational restructuring, and institutional capacity building;
- A multidisciplinary team including HR professionals, organizational development experts, and certified trainers;

- Demonstrated experience in the implementation of digital HR tools such as HRMIS, e-recruitment systems, etc., will be considered an added advantage.

7. Reporting Requirements

- The consultancy firm will report directly to the Executive Director, IPO-Pakistan, and work in close coordination with the HR Wing.
- Regular progress updates will be shared with the HR Directorate.
- All deliverables will be subject to review and approval by IPO-Pakistan management.
- Periodic progress reports (monthly or as specified in the contract) will be submitted to ensure effective monitoring and oversight.

8. Evaluation Criteria

Proposals will be evaluated as per PPRA Rules and based on the following criteria:

- Relevant Experience of the firm in similar assignments;
- Technical Approach and Methodology;
- Qualifications and Experience of the proposed team;
- Past Performance, particularly with public sector organizations or regulatory bodies;
- Financial Proposal.

9. PAYMENT MODE:

The payment for each phase will be made to the Consultancy Firm on following basis:
10% on completion of inception report
20% on completion of HR Diagnostic & Audit Report and Drafting of HR Policy Manual, and right-sizing report
30% on completion of Performance Management Framework and Change Management & Implementation Plan
50% on completion of the final report

The Consultancy Firm shall submit an Invoice, in terms of the above said payment schedule, to IPO-Pakistan with all supporting data / documents.
The payment is subject to deductions of applicable taxes, levies, and penalties, if any.

10. Confidentiality

The consultancy firm shall maintain strict confidentiality of all information, documents, and data shared by IPO-Pakistan. No part of the assignment deliverables may be disclosed without prior written approval of IPO-Pakistan.

11. Ownership of Deliverables

All reports, documents, data, and outputs produced under this assignment shall be the sole property of IPO-Pakistan.

12. Covering Letters:
Covering letter (if any) must be addressed to Director (Admin), IPO Pakistan, 3rd Floor, NTC-HQs Building, Attaturk Avenue (East), G-5/2, Islamabad.

13. Queries:
For any query or additional information, please contact Director (Admin), IPO Pakistan at 051-9245831 and admin@ipo.gov.pk