

## Short listing of EOIs for the "Development of Standard Operating Procedures (SoPs) for Finance Department, GoS" under TA Component of Sindh Public Sector Management Reform Project IDA Credit No: 5584-PK

Sr. No	Name of Firm/ Detailed Name and associations / JV	Address	Evaluation Criteria				Evaluation Remarks	Recommendation
			Firm Profile (10 Marks)	Work Experience of the firm (35 Marks)	Managerial Capacity/Team (35 Marks)	Understanding of ToRs and Methodology (20 Marks)		
			(i) Registration & Accreditation of the Firm (ii) Tax Authorities registration (FBR & SRB) (iii) Financial Statements for 03 years	(i) Experience of the firm in provision of professional services at both National & International Levels (ii) Public Sector Experience and Engagements with Finance Department. (iii) Experience of firm in carrying out similar tasks for improving management performance	(i) Qualification & Experience of Team Leader/Project Manager (ii) Qualification & Experience of Other professional staff (iii) Experience of team members in similar assignments in the public sector	(i) Understanding of ToRs as evident from EoIs (ii) Proposed methodology with an understanding of FD's operations-		
1	Sidat Hyder Mørshed Associates (Pvt) Ltd	Beaumont Plaza, Beaumont Road, Karachi, 75530 Ph: (92-21) 35693521-30 (92-21) 35693313-16	(i) SHMA set up as an associated company of audit firm and later diversified as a partner of leading audit firms. Subsequently, became independent of audit setup. Incorporated under the Companies Ordinance, 1984 (ii) Registered with SRB with SSTRN: 0712133-4 and with FBR having NTN: 0712133-4 (on ATL list) (iii) Provided financial statements of three years with an average annual revenue of more than PKR 200 Million.	(i) The firm has a experience of more than 30 years' on a large number of assignments at both local and international level (ii) The firm has more than 10 years' experience of working in the public sector but has had no direct engagement with the Finance Department (iii) The firm has worked on similar assignments in the public sector for more than 03 years and has listed atleast two projects involving development of SoPs for public entities.	(i) The Team Leader is a CA and MBA with an experience of more than 30 years' on local and international level. He has worked worked with big 04 firms and has also worked on assignments in public sector and with donor agencies. (ii) The team for the assignment includes the following: Process Expert (ICMA, 36 years' experience), Financial Advisor (MBA, CPA, 16 years' experience), Economic & Financial Expert (MBA, 34 years' experience), Business Process Expert (Engineer, MBA, 15 years' experience), Economic & Financial Expert (MSE-Oil & Gas, MBA, 20 years' experience). (iii) The team proposed is very qualified and experienced however, experience of members in undertaking similar assignments is not highlighted-	(i) The firm has submitted no document for reference to its understanding of the ToRs (ii) There is no methodology proposed that depicts an understanding of the requirements and of Finance Department's operations. The details of FD's operations are all publically available on website.	The firm has submitted an EOI that fulfills the basic eligibility criteria and has worked on some similar assignments in the public sector. However, since there has been no direct engagement with the Finance Department along with a non-presentation of any suitable methodology for the assignment, it is appropriate that it be engaged only if more suitable options are inaccessible.	<u>Third-Best Eoi</u>
			10	24	26	10	70	
2	Riaz Ahmad, Saqib, Gohar & Co, Chartered Accountants	5-Nasim C.H.S, Major Nazir Bhatti Road, Off' Shaheed-e-Millat Road, Karachi. Ph: (92-21)34945427, 34931736, Email: rasgkhi@rasgco.com	(i) RASG set up as an Accounting, Audit & Services Firm with multiple partners with presence all over Pakistan A member of agn International. Partnership agreements are attached. Registered with ICAP and on a panel of auditors for SBP NEPRA and FBR. (ii) Registered with SRB with SSTRN: 1336666-1 and with FBR having NTN: 1336666-1 (on ATL list) (iii) Provided financial statements of three years with an average annual revenue of more than PKR 50 Million.	(i) The firm has a experience of more than 30 years' on a large number of assignments (ii) The firm has more than 10 years' experience of working in the public sector but has had no direct engagement with the Finance Department- (iii) The firm has worked on similar assignments for clients however, it has mostly involved management reviews along with associated recommendations (SoPs). It has listed more than 05 tasks of similar nature.	(i) The Team Leader is FCA, FCMA with an experience of more than 30 years' on local and international level. He has worked worked with multiple firms of repute and has a rich exposure in the sector. (ii) The team for the assignment includes the following: Assistant Team Lead-1 (FCA, 30 years' experience), Assistant Team Lead-2 (FCA CPA, 08 years' experience), Engagement Manager-1 (ACA, 04 years' experience), Engagement Manager-2 (CA, 05 years' experience), Senior-1 (CA-Finalist, 05 years experience), Senior-2 (CA-Finalist, 05 years experience) (iii) The team proposed is well-qualified and experienced however, experience of members in undertaking similar assignments is not highlighted	(i) The firm has endorsed the requirements in the ToRs by including them as part of its Eoi (ii) There is no methodology proposed that depicts an understanding of the requirements and of Finance Department's operations. The details of FD's operations are all publically available on website.	The firm has submitted an EOI that fulfills the basic eligibility criteria and has worked on some assignments in the public sector. The projects of similar nature that it has undertaken are mostly with the private sector and there has been no direct engagement with the Finance Department, GoS. Moreover, the experience of team proposed for the assignment doesn't specify undertaking any similar assignment. Moreover, while the ToRs have been endorsed, any suitable methodology for the assignment has not been indicated. Hence, it is appropriate that it be engaged only if all other suitable options are inaccessible.	<u>Fourth-Best Eoi</u>
			10	27	22	7	66	

Senior Program Officer (RCU),  
Economic Reform Unit, Finance Department,  
Government of Sindh/Member

Representative on behalf of  
DS (B&A), SG&CA Department,  
Government of Sindh/Member

Director (ERU), Finance Department, GoS/  
Project Director, Sindh Public Sector Management Reform Project/  
Chairman

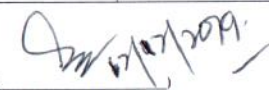
Representative on behalf of Chief ( Foreign Aid),  
Planning & Development Department,  
Government of Sindh/Member


Procurement & Contract Management Specialist,  
ERU, Finance Department,  
Government of Sindh/Secretary



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Sr. No	Name of Firm/ Detailed Name and associations / JV	Address	Evaluation Criteria				Evaluation Remarks	Recommendation
			Firm Profile (10 Marks)	Work Experience of the firm (35 Marks)	Managerial Capacity/Team (35 Marks)	Understanding of ToRs and Methodology (20 Marks)		
			(i) Registration & Accreditation of the Firm (ii) Tax Authorities registration (FBR & SRB) (iii) Financial Statements for 03 years	(i) Experience of the firm in provision of professional services at both National & International Levels (ii) Public Sector Experience and Engagements with Finance Department. (iii) Experience of firm in carrying out similar tasks for improving management performance	(i) Qualification & Experience of Team Leader/Project Manager with multiple firms of repute and has expertise in public sector of Pakistan. (ii) Qualification & Experience of Other professional staff (iii) Experience of team members in similar assignments in the public sector	(i) Understanding of ToRs as evident from EoIs (ii) Proposed methodology with an understanding of FD's operations-		
3	EY Ford Rhodes	EY Ford Rhodes Chartered Accountants, 6th Floor, Progressive Plaza, Beaumont Road, P.O Box 15541, Karachi, 75530, Pakistan. Tel : +9221 35650007-11 Fax: +9221 35681965 Email: eyfrsh.khi@pk.ey.com Web: www.ey.com	(i) EY is a globally recognized firm and part of the big-4 consulting/advisory services firm with more than 230,000 employees in 150 countries. In Pakistan EY is represented by EY Ford Rhodes as a Member firm and has presence in all major cities of the country, being involved on multiple assignments. (ii) Registered with ICAP and listed as a SBP Category "A" Auditor. (iii) Registered with SRB with SSTRN: 1452191-1 and with FBR having NTN: 1452191-1 (on ATL list)- (iii) Provided financial statements of three years with an average annual revenue of more than PKR 200 Million.	(i) EY Ford Rhodes has more than 04 decades (40 years) footprint in Pakistan and has been actively serving clients through specialized practice segments constituting multi-disciplinary teams under designated Partners, supported by Independent and Quality Assurance Partner. (ii) The firm has been engaged with public sector organizations and donor agencies on multiple assignments for a long time and has a good reputation of professional service delivery. The document mentions various projects working in the public sector, with an experience of more than 05 years. (iii) The firm has worked on similar assignments for clients involving provision of technical assistance, development of policy, frameworks, guidelines manuals and related documents. It has undertaken more than 05 tasks of similar nature.	(i) The Team Leader is FCA, ACMA Qualified with an experience of more than 20 years' on local and international level. He has worked with multiple firms of repute and has expertise in public sector of Pakistan. (ii) The team for the assignment includes the following: Quality Assurance Partner (FCA, FCA-UK& Wales), Senior Manager-Advisory Services (FCA, CIA, 16 years' experience), Senior Manager-Advisory/Subject Matter Expert (ACCA, CIA, 10 years' experience), Senior Manager-Advisory Services (CA-Finalist, CIA Level-1, 07 years' experience), Senior Consultant (ACCA, 03 years' experience), Senior Consultant (ACCA, 03 years' experience) (iii) The team proposed is well-qualified and experienced and has good exposure of working in the public sector. It has been involved in similar exercises of provision of management services, financial advisory, risk assessment, internal control mechanisms and related development of policies, procedures and guidelines. Moreover, the team has also delivered technical assistance and various capacity building activities to ensure sustainability of its assignments.	(i) The firm has demonstrated reasonable understanding of the requirements set out in the ToRs and has demonstrated comprehension operations within FD by a well-defined hierarchy diagram. Moreover, it has committed to deliver the results within the defined timelines set in the ToRs. (ii) There is a detailed methodology proposed by the firm based on its international best-practice of a multi-stage Service Delivery Approach (SDA). The tool entails EY's specific public sector finance transformation guidance, tools and enablers and aims to carry out the task in three stages that involve steps such as "Identify, Diagnose, Design, Deliver and Sustain." A detailed mechanism for implementation of respective assignment using respective tool is provided that starts with provision of an Inception report, followed by Review & Gap Analysis, Designing of policies, Changing, updating and developing of policies/procedures and respective handing over & capacity building.	The firm has submitted an EOI that fulfills the basic eligibility criteria and has worked on numerous similar assignments in the public sector and for donor agencies. While, there have worked on projects with the Finance Department, GoS they have mostly involved engagements with the other stakeholders with limited exposure to the internal operations in FD. The team proposed is well-qualified and experienced to undertake the assignment. Moreover, the firm has demonstrated a good understanding of the requirements and has proposed a methodology/approach for the task based on its best-practice applications. Hence, in terms of the eligibility, expertise, experience, human resource and assignment with the Finance Department, the EOI has emerged as the most-appropriate/eligible proposal for the respective assignment.	First-Ranked EOI <u>(Technical &amp; Financial Proposal may be invited)</u>
		10	30	31	17	88		
4	Deloitte Yousuf Adil Chartered Accountants	Deloitte Yousuf Adil Chartered Accountants, Cavish Court, A-35, Block 7&8, KCHSU, Shakra-e-Faisal, Karachi. Phones : +92 (0) 2134546494-97; Fax: +92 (0) 21 4541314; Email: aashah@deloitte.com	(i) Deloitte is a globally recognized firm and part of the big-4 consulting/advisory services firms. In Pakistan, registered as M/S Deloitte Yousuf Adil Chartered Accountants with presence in major cities across Pakistan. Listed as a SBP Category "A" Auditor- A4. A valid QCR rating and Certificate of Assessment of ACR Checklist and Quality Control Review from ICAP. Ranked as A firm on the SBP panel of auditors and Satisfactory QCR rating from the ICAP. Affiliation with global recognized professional firm of accountants- (ii) Registered with FBR with Valid NTN No. 2140646-4 and Registered with Sindh Revenue Board with SST Registration No. 2140646-4. (iii) Provided financial statements of three years with an average annual revenue of more than PKR 500 Million.	(i) Deloitte has more than 04 decades (40 years) presence in Pakistan, having been established in 1972 and has been actively serving clients in manufacturing, services, trade, financial and public sector with lines including audit, tax, risk advisory, financial advisory and consulting. (ii) The firm has been engaged with public sector organizations and donor agencies for a long time and has a good reputation of professional service delivery. The document mentions various projects undertaken in the public sector, with an experience of more than 05 years. (iii) The firm has worked on similar assignments for both public and private sector clients involving reviews of existing systems, identifying gaps, developing specific guidelines, policies and procedures manuals for bringing improvements. It has undertaken more than 05 tasks of similar nature.	(i) The Team Leader/Engagement Partner is a FCA, FCMA, Member of Institute of Internal Auditors, Certified Director from Pakistan Institute of Corporate Governance. He has an experience of more than 20 years' in business process reviews and internal audit engagements. (ii) The team for the assignment includes the following: Engagement Director (ACMA, CRMA, MA (Eco), 16 years' experience), Engagement Quality Assurance Reviewer (FCCA, M.Com, B.Com, 12 years' experience), Engagement Assistant Manager (ACA, B.Com, 06 years' experience), Engagement Senior Consultant (CA-Finalist, 05 years' experience), Engagement Consultant (CA-Finalist, M.Com, B.Com, 05 years' experience). (iii) The team proposed is well-qualified and experienced and has good exposure of working in the public sector. It has been involved in similar exercises of development/review of policies and procedures and respective manuals. The team has also conducted various capacity building activities for public sector entities for support. However, some members proposed for the assignment are already working on an activity within Finance Department, which can affect concentrated work.	(i) The firm has demonstrated good understanding of the requirements set out in the ToRs and shown an understanding of operations within FD. Moreover, it has committed to deliver the results within the defined timelines set in the ToRs. (ii) The firm has proposed a methodology based on its standard approach for similar assignments that involve the following processes: Prepare AS-IS process documentation, Gap Analysis, Develop TO-BE SoPs, and Submit Deliverables followed by capacity building exercise to ensure sustainability. The firm intends to utilize its cutting edge Risk Intelligence Map (RAP) and Risk and Control Knowledgebase (RACK) to assess the organizational risks and develop policies, accordingly.	The firm has submitted an EOI that fulfills the basic eligibility criteria and has worked on numerous similar assignments in the public sector and for donor agencies. They have been engaged on direct assignments with the Finance Department, GoS which have supported its internal operations. The team proposed is well-qualified and experienced to undertake the assignment. However, the team also include members who are involved in a current activity with Finance Department and since its timeline coincides with this activity, it creates a cross-over of assignments. The firm has demonstrated a good understanding of the requirements and has proposed a methodology/approach for the task based on its best-practice applications. Hence, it is appropriate that it be engaged if negotiations with the top-ranked firm, fail through.	Second-Ranked EOI
		10	30	28	17	85		

  
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Director (ERU), Finance Department, GoS/  
Project Director, Sindh Public Sector Management Reform Project/  
Chairman

  
Representative on behalf of Chief (Foreign Aid),  
Planning & Development Department,  
Government of Sindh/Member

  
Procurement & Contract Management Specialist,  
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