

Terms of Reference for the development of

Standard Operating Procedures (SoPs) of Finance department

Finance Department

Finance Department of Government of Sindh has aimed to further strengthen its internal control systems and working processes through development of Standard Operating Procedures – SOPs of its respective wings and units, which would enhance their efficiencies, reduce bottlenecks and turnaround time for better service deliveries to the province.

Since the Finance Department (FD) is the custodian of Provincial Exchequer and responsible for the supervision and control of Provincial Finances, preparation of Provincial Budgets, formulation and interpretation of various Rules, management of public funds, management of provincial public debt, banking, coordination of National and Provincial Finance Commissions, administration of Local Fund Audit, Directorate of Accounts and Treasuries etc.

Therefore, there was a dire need of having a comprehensive SOPs for defining operating procedures in accordance with the Rules of Business, 1986 and other applicable regulations, which would help the management, across its units and wings, to uniformly execute their assigned roles and responsibilities within define timelines.

A. Objective of the Assignment

The overall objective of the assignment is to develop SOPs of the existing Wings and Units of FD of Government of Sindh, which would standardize operations and enhance performance of the management.

Key objectives of the assignment are as follows:

- Review, identify and document current practices, existing SOPs, systems, processes and protocols, thereby suggesting improvements therein after performing a comprehensive gap analysis.
- Identify undocumented current practices in order to develop SOPs, systems, processes and protocols where these do not exist.
- Identify and update / upgrade obsolete and outdated SOPs, which although exists but does not corroborate with current processes and protocols.
- To ensure that all SOPs are in line with Management Information Systems implemented in FD and confirms with best business practices followed worldwide.

To achieve these objectives, we invite proposals from interested individual consultants or consultancy firms through this document.

B. Scope of work:

The scope entails development of SOPs of the following FD's wings and units including all the relevant activities / processes:

- i. Budget and Expenditure wing;
- ii. Resource wing;
- iii. Development wing;
- iv. Local finance wing;
- v. Admin and Service Regulation Wing;
- vi. Public Private Partnership (PPP) Unit;
- vii. Economic Reform Unit (ERU);
- viii. Debt Management Unit (DMU);
- ix. Fund Management House (FMH);

The consultant will perform the following under the scope of this assignment:

Stage – 1

Documenting As-Is processes through identification, mapping and review of existing procedures and its related controls in order to perform gap analysis with the existing practices & procedures, duly supported by process flow charts, leading to recommendations for improvements based on best practices and in line with applicable Statute and Regulations.

Deliverable

“As-Is practices document / SOPs” along with “Gap Analysis and Recommendations Report” prepared on the basis of Best Practices will be submitted with Wings and Units' Head for their consent and deliberation.

Stage – 2

After obtaining consent from respective Wings & Units Heads, the As-Is practices document / SOPs and process flow charts with related controls activities will be updated in accordance with Gap Analysis and Recommendations Reports.

Deliverable

Updated SOPs will be presented to the Secretary Finance for deliberation and approvals.

Stage – 3

The consultant will assist the management for implementation of newly developed / updated SOPs by conducting training and workshop sessions, which will enable them to acquaint with updated procedures. Consultant will also

help the operational management in resolving their queries with regard to implementation of SOPs, enabling them to own, implement and operated the revised SOPs smoothly and independently after its approval.

Deliverable

Capacity building training and workshop sessions (Min 5 workshops).

C. Selection/Eligibility Criteria

- The firm’s profile as a professional services/consulting organization with registration of relevant authorities’ i.e. SECP, FBR, SRB, etc.
- The firm’s experience in undertaking similar activities for leading public and private organizations or agencies. Only relevant experiences with details of services provided, relative to the scope of work for this activity, should be submitted.
- The firm’s composition of team for the task with relevant qualifications and experience.
- The firm understanding of the activity, specific requirements of Finance Department, Government of Sindh and suggested proposal for undertaking the task.
- The audited financial statements for at least three (03) years.

D. Implementation Schedule

ERU, FD envisages this as a lump sum contract, with well-defined outputs and timelines for a period of six months, tentatively, from September, 2019 to February 2020.

Wings/Sections	Stages/Deliverables	Months					
		1	2	3	4	5	6
1. Local Finance Department	<p><u>Stage-1, Deliverable:</u> “As is practices document/SoPs” along with “Gap Analysis and Recommendation Report”</p> <p><u>Stage-2, Deliverable:</u> Presentation of updated SoPs for deliberation and approvals</p> <p><u>Stage-3, Deliverable:</u> Capacity building training and workshop sessions.</p>						
2. Fund Management House							
3. Debt Management Unit							
4. Public Private Partnership Unit							
5. Development Wing							
6. Resource Wing							
7. Budget & Expenditure Wing							
8. Admin & Service Regulations Wing							
9. Economic Reform Unit							

E. Outputs & Payment Terms

Outputs	Frequency	Deliverables	Payment Terms (%)
1. Inception Report	<u>One month</u> from Signing of Contract	Based on detailed analysis of operations in Finance Department's wings and sections, present a roadmap for the task, highlighting the plan, methodology, areas to be covered and respective deployment of human resource.	15%
2. First Submission Report of SOPs for FD	<u>Four months</u> from Signing of Contract	<p><u>SOPs, covering all stages, for:</u></p> <ul style="list-style-type: none"> • Development Wing • Public Private Partnership (PPP) Unit • Debt Management Unit (DMU) • Fund Management House (FMH) • Local Finance Wing 	25%
3. Second Submission Report of SOPs for FD	<u>Five months</u> from Signing of Contract	<p><u>SOPs, covering all stages, for:</u></p> <ul style="list-style-type: none"> • Budget & Expenditure Wing • Resource Wing • Admin & Service Regulation Wing • Economic Reform Unit (ERU) 	25%
4. Consolidated Report on SOPs for FD	End of Activity (<u>Six Months</u> from Signing of Contract)	<ul style="list-style-type: none"> • A Consolidated report, with details of SoPs, covering all stages, developed for all wings of Finance Department along with training/capacity building of senior and operational management to facilitate implementation in all wings/sections. 	35%