

**Program Support Unit (PSU),
Punjab Resource Improvement and Digital
Effectiveness (PRIDE) Program
Planning & Development Board,
Government of the Punjab**



SHORTLITING REPORT

**REQUEST FOR EXPRESSION
OF INTEREST (REOI)**

**Hiring of consultancy firm for Public Investment
Management Support for Planning & Development Board,
Punjab**

**Ref# PK-PSU-324800-CS-QCBS
FEBRUARY 24, 2023**

**Program Support Unit, Planning & Development
Board,
Vogue Towers, 5th Floor, Block C-2 Gulberg-III,
Lahore
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I. PROGRAM BACKGROUND

The Planning and Development Board (P&DB) is responsible for overseeing the Public Investment Management (PIM) in the province of Punjab. It has recently prepared a Planning Reform Strategy (PRS) – 2021. Under this strategy, the P&DB aims to take significant steps to enhance its capacity and advance on PIM reforms by focusing on the following areas: i) functional & institutional review of the P&DB to strengthen the project life cycle; ii) prioritize and select development projects to ensure effective allocation of scarce resources by creating a robust development portfolio management system; and iii) develop robust sector plans.

i. Organization Review:	Legal, Institutional & Functional Review
ii. Restructuring & Training:	HR Reforms, Training & Capacity Building
iii. Information Technology:	Design end-to-end IT Solution / BPR
iv. Portfolio Management:	Portfolio Rationalization Criteria
v. Project Management:	Strengthening of Project Life Cycle
vi. Development Planning:	Development of Sector Plans

II. SHORTLISTING PROCESS

i. REQUEST FOR EXPRESSION OF INTERESTS (REOIs)

The Request for Expression of Interest (REOI) was published in daily newspapers "Dunya" and "The Nation" on December 11, 2022 and December 12, 2022, respectively, vide IPL No. 12925 and also uploaded on the websites of PIU, PPRA and STEP.

The following interested firms participated in the procurement process:

- i. Oxford Policy Management Pakistan Pvt. Ltd.
- ii. EY Ford Thodes Pakistan (Lead) – CERP (Consortia)
- iii. KPMG Taseer Hadi & Co.
- iv. A.F. Ferguson & Co. - (PWC Turkey & Middle East) – Oxon Global (Consortia)
- v. AARC (Lead) – PITCO (Consortia)
- vi. ECORYS (Lead) – INFOTECH Pvt. Ltd. (Consortia)
- vii. IBF (Lead) – I-Consult – Latona – RHC (Joint Venture)
- viii. DAI Pakistan (Lead) – Impetus Advisory Group (IAG) - (Consortia)
- ix. Limpico (Lead) – Suriya Nauman Rehan & Co. (Consortia)
- x. GCS Pvt. Ltd. (Lead) - ZENTECH IT Solution (Consortia)
- xi. AAM Consulting (Lead) – TELCO NET (Consortia)
- xii. I-SAPS
- xiii. UHY Hassan Naeem & Co.
- xiv. FINCON Services

ii. SUBMISSION OF EOI

The date and time for submission of EOI was fixed on 26.01.2023 at 4:00 P.M. The EOIs from above mentioned Fourteen (14) firms were received on the fixed date and time.

iii. SHORTLISTING CRITERIA

The Consultant Selection Committee (CSC) evaluated the Expression of Interests (EOIs) on the basis of following parameters as mentioned in the Request for Expression of Interest (REOIs):

- I. The Consultants /Firm must have 15 years relevant working experience in Development Planning, Portfolio and Project Management, IT Systems for Business Operation, and Business Process Re-engineering especially for public sector as relevant to the TORs.



- II. The Consultants /Firm must have completed at least Three (3) Similar Projects in public sector / donor funded projects of comparable scale and complexity.
- III. The Consultants /Firm should demonstrate sufficient HR / Managerial Capacity and Technical Expertise in the areas covered in the TORs.
- IV. Letter of incorporation of Firm will also be required.

iv. SHORTLISTED FIRMS

Rank	Name of Firm	Reasons for Shortlisting
1	<p>Oxford Policy Management Pakistan (subsidiary of OPM UK)</p>	<p>Oxford Policy Management UK is incorporated with Registrar of Companies for England and Wales in 1995, is working in Pakistan since 2007 through its Branch Office in Islamabad. OPM Pakistan Pvt. Ltd. is also registered with Securities & Exchange Commission of Pakistan (SECP) since 2019. The consulting firm has sufficient HR /Managerial Capacity and Technical Expertise in the areas covered in the TORs. The following assignments of the consulting firm are considered for evaluation which are more relevant to the TORs:</p> <p>1. Project: <u>SNG I&II - Subnational Governance Programme in Punjab and Khyber Pakhtunkhwa</u> Date: 2013-2017 and 2019-2023 Client: FCDO Country: Pakistan</p> <p>Description: DFID Pakistan's SNG-I Programme invested 30 million pounds over 5 years to strengthen the capability of the provincial governments of KP and Punjab to deliver basic services, in particular health and education. The programme supported the formulation of first ever inclusive growth strategy and multi-sectoral development strategy in KP, an assessment of recurrent liabilities of the development portfolio, and annual review sessions of the Annual Development Plan that fed into budget prioritization decisions. The programme worked to strengthen provincial and district development planning, public financial management (PFM), performance management capability to enable efficiency saving and ensure a more productive and needs-based allocation of resources for improved basic service delivery. In addition to working with provincial governments, the programme worked in 2 districts: 6 in KP and 6 in Punjab. SNG-II is a four-year technical assistance programme supporting the Governments of KP and Punjab provinces, as well as local governments to improve the way they are governed and manage their resources to better deliver for their populations.</p> <p>2. Project: <u>PFM-SPP - Public Financial Management Support Programme for Pakistan</u> Date: 2014-19 Client: European Union Country: Pakistan</p> <p>Description: This 5-year project supported Pakistan to develop and implement public administration reforms and institutional strengthening to the Ministry of Finance at the Federal Level and to the departments of Finance and Planning in Sindh and Baluchistan provinces. The overall</p>

		<p>project was to improve the public financial management, and in doing so, to enhance the effectiveness and efficiency of government budget resources in order to deliver better public services and reduce poverty and social inequality. In all three geographies, the PFM-SPP has supported the preparation and approval of rolling 10-year PFM reform strategies and the implementation of selected interventions from those strategies.</p> <p>3. Project: <u>EDI: Economic Development and Institutions: Cutting-edge Research to shape Policy Reforms</u> Date: 2015-20 Client: DFID</p> <p>Conclusion: The consultant has fulfilled the requirement of shortlisting criteria specified in the REOI, such as 15 years' of relevant work experience, have completed more than three (3) similar assignments, and has sufficient HR / Managerial Capacity and Technical Expertise in the areas covered in the TORs.</p>
2	<p>EY Ford Rhodes Pakistan (Lead) - CERP (Consortia)</p>	<p>EY Ford Rhodes (Lead) with its principal office in Karachi, and branches in Lahore & Islamabad, has been in existence as a legal independent partnership firm registered under the law since 2002, whereas, the Centre for Economic Research in Pakistan (CERP), with over 15 years of experience is a leading independent non-partisan policy institution, focused on improving decision making in Pakistan through rigorous quantitative research. The consulting firm has sufficient HR /Managerial Capacity and Technical Expertise in the areas covered in the TORs. The following assignments of the consulting firm are considered for evaluation which are more relevant to the TORs:</p> <p>1. Project: <u>Business Process Review (BPR)</u> Date: 2019 Client: World Bank-KPRMP, Finance Department, GoKP Country: Pakistan</p> <p>Description: Under BPR activity, HR related components include change impact & role analysis, training need assessment, identification of training requirements and delivery approach. Also, BPR Project centered on document & file management processes and workflows. The objective the assignment is to assess the existing business processes / associated systems for 10 departments, including Finance Department, with respect to document & file management system and propose integrated ICT solutions for re-engineered processes based on industry-wise standards / international best practices to minimize the use of paper and improve overall productivity, efficiency, and transparency of GoKP department under e-governance initiatives.</p> <p>2. Project: <u>SECP Digital Transformation Program</u> Date: 2022 Client: Karandaz Pakistan Country: Pakistan</p> <p>Description: Responsible for re-engineering of business</p>

processes, assess transformative / automation initiatives undertaken, review and update existing Digital, IIT and IS strategies, identify opportunities for enhancing automation, putting together implementation roadmap for technology interventions and triggering and managing implementation of technology initiatives as per the roadmap through a capable Project Management Office.

3. Project: Assessment & Formulation of Reform Implementation Plan to Simplify & Automate Compliance with Business Regulations in Punjab

Punjab Date: 2021 Client: PIU-P&D Board, Country: Pakistan

Description: Comprehensive mapping of regulations related to business operations in the Punjab Province including at the district levels; Formulate recommendations for reforms in provincial and district levels business regulations; Assist the Government of the Punjab (GoPunjab) with the implementation of the recommended changes which are adopted by GoPunjab; Support the design and implementation of an institutional and legal roadmap for sustaining Punjab's regulatory reform effort; and Provide digital solutions / intra operability framework for all business regulations in Punjab for full automation, including online payment.

4. Project: Business Process Re-engineering of Selected Services in Khyber Pakhtunkhwa Client:

KPITB, KPK

Date: 2022 Country: Pakistan

Description: In 2018, the provincial Government approved the Digital Policy 2018, having focused on four areas: Digital Access, Digital Governance; Digital Skills; and Digital Economy. The Scope of work includes: Identify and select 10 key services by carrying out stakeholder discussions; Design and disseminate the Data Collection Tool for capturing the information related to selected services from user departments involved in providing the service; Map and document the process of each identified service to assess the existing process, system and infrastructure landscape and capability for changes in the process through automation; Redesign the process to enhance process efficiency and improve service delivery; Redesigning /B\PR shall be limited to the operationalization of the citizen facilitation center and alignment of backend processes with front-end user interface designed by IT Consultants and shall not include changes to the legal / regulatory framework; \Obtain feedback and suggestion on the redesigned process from concerned department and KPITB; Issue the final redesigned process for key services after incorporating feedback received from concerned department and



		<p>KPITB.</p> <p>Conclusion: The consulting firm has fulfilled the requirement of shortlisting criteria specified in the REOI, such as 15 years' of relevant work experience, have completed more than three (3) similar assignments, and has sufficient HR / Managerial Capacity and Technical Expertise in the areas covered in the TORs.</p>
3	KPMG Taseer Hadi & Co.	<p>KPMG Taseer Hadi & Co. is incorporated since 1970, and has work experience as relevant to the TORs. The consulting firm has sufficient HR / Managerial Capacity and Technical Expertise in the areas covered in the TORs. The following assignments of the consulting firm are considered for evaluation which are more relevant to the TORs:</p> <p>1. Project: <u>Diagnostic Assessment of Khyber-Pakhtunkhwa Revenue Mobilization (KPRM)</u> Date: 2022 Client: KPRA /Chemonics International Inc. Country: Pakistan</p> <p>Description: KPMG conducted a diagnostic assessment of KPRM's primary counterpart, KPRA, and performed following activities: Reviewed situation of own source revenue in KP over the years since the 18th amendment; Developed in-house capabilities of international tax frameworks and resources from IMF and TADAT; Identified the regions that KPRA taxes and their shares in revenue; Compared KPK's general sales tax on service progress with other provinces; Critically examined KPRA's steps to lower tax rates and increase revenue significantly; Diagnosed significant challenges and potentials for GSTs in KPK confronted by KPRA; Performed and extensive evaluation of KPRA's IT department; Ascertained the assistance from FBR in revenue generation and integration problems.</p> <p>2. Project: <u>Business Process Re-engineering</u> Date: 2015-17 Client: Sui Southern Gas Company Country: Pakistan</p> <p>Description: KPMG conducted review of existing policies and procedures of departments; Conducted walkthroughs; Prepared current state documentation; Identified improvement opportunities by comparing current state processes through leading industry best practices of oil and gas; Discussed modification, business model of company to develop future state documentation.</p> <p>3. Project: <u>Organizational & Functional reviews, Business Process Re-engineering, Automation of Business Processes</u> Date: N/A Client: Pak-Arab Refinery Company Ltd. Country: Pakistan</p> <p>Description: KPMG conducted interview of relevant</p>

		<p>stakeholders to verify business processes and determining the touch points existing across functions; Analyzed current state document to remove unnecessary tasks, redundancies, duplicate steps and minimize turn-around time in the executions process; Identified evaluated and documented gaps identified in functional and operational areas; Determined risk appetite and tolerance levels and documented risks in form of risk registers and assessed impact and likelihood in accordance with risk matrix.</p> <p>4. Project: <u>Digital Maturity & Risk Assessment, development & implementation of Digital Transformation Strategy / Roadmap</u> Date: N/A Client: Pak-Arab Refinery Company Limited Country: Pakistan</p> <p>Description: KPMG carried out a digital transformation maturity assessment survey; Established and agreed client wide position on the present maturity; Defined a realistic group wide vision and appetite for digital transformation; Identified current gaps in the organizational wide skills, processes and technology capabilities; Designed sustainable programme to support the client to become a digitally transformed organization.</p> <p>Conclusion: The consultant has fulfilled the requirement of shortlisting criteria specified in the REOI, such as 15 years' of relevant work experience, have completed more than three (3) similar assignments, and has sufficient HR / Managerial Capacity and Technical Expertise in the areas covered in the TORs.</p>
4	<p>A.F. Ferguson & Co. Chartered Accountants – (PwC Turkey & Middle East) – Oxon Global (Consortia)</p>	<p>A.F. Ferguson & Co. is the leading firm of independent accountants in Pakistan offering assurance, business and IT advisory and taxation services to a large number of public, development and private sector organizations. The firm was established in the sub-continent in 1893 and presently comprises 40+ partners and over 1700+ professionals and other staff, serving clients from three offices in Pakistan located at Karachi, Lahore and Islamabad. The EOI has been submitted in association with the following:</p> <ul style="list-style-type: none"> ii. PwC Turkey (International Partner) iii. PwC Middle East (International Partner) iv. Oxon Global – subcontractor of AFF <p>1. Project: <u>Major Programme Support Stage 1 Project conducted by PwC in association with Oracle, and the University of Oxford</u> Date: 2017 Client: Planning & Development Department, Government of Punjab Country: Pakistan</p> <p>Description: The overall objective of the project were portfolio management, human resource, project selection & initiation processes & tools and project planning,</p>

execution, monitoring and control processes & tools.

2. Project: Portfolio Risk Assurance Programme - DFID

Date: 2013 **Client:** Department for International Development (DFID) **Country:** Pakistan

Description: Risk assessments covered governance and management, budgeting and planning, procurement management cash management, accounting and reporting, monitoring and evaluation and audit and accountability functions. Action plans were developed in consultation with assessee's management as a roadmap for corrective actions to address control deficiencies noted during the assessment process. As a part of risk assessments, checked, compliance with requirements of PC-1, Accounting Policies and Procedures Manual (APPM), Rules for revolving fund account, Delegation of Powers, DDO guidelines, and PPRA rules.

3. Project: Capacity Development and Digital Maturity Assessments of Turkish Employment Agency (ISKUR)

Date: 2018 **Client:** ISKUR funded by UNDP **Country:** Turkey

Description: The activities implemented under the Project can be examined under two pillars; institutional capacity and digital maturity. First component of the programme is based on an institutional capacity assessment/ functional and organizational review such as looking into various work streams including digital channels, job counselling, matching and placement as well as existing capacities with regard to human resource, IT, physical infrastructure and processes of ISKUR General Directorate.

4. Project: FBR – Pakistan Automated Data processing audit of Pakistan Revenue Automation (Private) Limited (PRL) **Date:** 2019 **Client:** Federal Board of Revenue (FBR) **Country:** Pakistan

Description: PRAL provides IT related services to FBR, which includes capturing and maintenance of electronic data, development of tax and revenue related solutions pertaining to income tax, general sales tax, federal excise, customs, capital value tax, etc. The objective of this audit was to conduct a detailed study and ensure adequate controls related to the systems have been implemented. Further all data security, design and governance related policies and procedures are in place.

5. Zarai Taraqati Bank Limited (ZTBL) – Validation of configured ERP suite along with Technical advice in implementation of ERP Suite at Head Office and selected branches of ZTBL



		<p>6. Lahore Electric Supply Company Limited (LESCO) – Oracle ERP review and gap analysis of Oracle EBS R12</p> <p>7. Bank of Punjab (BOP) – Implementation of Oracle Applications ERP Package</p> <p>8. National Database and Registration Authority (NADRA) – Implemented Oracle Application 11i</p> <p>9. Sui Northern Gas Pipelines Limited (SNGPL) – Oracle Applications Implementations and post implementation review</p> <p>10. Karachi Electric Supply Corporation (KESC) – Post Implementation Review of SAP</p> <p>11. Pakistan Telecommunication Company Limited (PTCL) – Post Implementation System Review of SAP</p> <p>Conclusion: The consulting firm has fulfilled the requirement of shortlisting criteria specified in the REOI, such as 15 years' of relevant work experience, have completed more than three (3) similar assignments, and has sufficient HR / Managerial Capacity and Technical Expertise in the areas covered in the TORs.</p>
5	AARC (Lead) - PITCO (Consortia)	<p>AARC Ltd (Lead) in association with PITCO Pvt. Ltd. present an expression of interest as a consortia, which has completed large-scale consulting projects. AARC Ltd. is based in Dublin (Ireland) and incorporated with Registrar of Companies since 2009, whereas, PITCO Pvt. Ltd. is based in Lahore (Pakistan) and incorporated with Joint Registrar of Companies since 2002. The consulting firm has sufficient HR /Managerial Capacity and Technical Expertise in the areas covered in the TORs. The following assignments of the consulting firm are considered for evaluation which are more relevant to the TORs:</p> <p>1. Project: <u>Enhancing Public Investment Management in Belgium at Federal and Regional (Brussels) Level</u> Date: 2022-2024 Client: European Union Country: Belgium</p> <p>Description: The general objective of this service contract is to contribute to institutional, administrative and growth-sustaining structural reforms in Belgium and to assist national authorities in improving their capacity to design, develop and implement reforms. Outcome 1: improved public investment management at the federal and regional level in Belgium.</p> <p>2. Project: <u>Economic Management Improvement Program (Sub-program1) – Public Management Accounting and Budgeting Firm</u> Date: 2020-2022 Client: Ministry of Finance / ADB Country: Uzbekistan</p>



Description: The program will introduce important fiscal reforms to ensure fiscal sustainability, improve governance in state-owned enterprises (SOEs) to make their operations financially viable; improve access to bank finance by strengthening bank supervision so as to facilitate competitive financing of private sector operations (especially small and medium enterprises), and strengthen economic data collection, analysis, management, and dissemination systems to bolster economic decision making.

3. Project: Preparing the Financial Sector and Fiscal Management Improvement Program Date: 2020-2021 **Client:** ADB / MOF / National Bank / Tax Committee **Country:** Tajikistan

Description: Output 1: Individuals deposit insurance fund strengthened. This output will support the individuals Deposit Insurance Fund (IDIF) to establish a standby credit line with the Ministry of Finance (MOF). The IDIF operational framework and investment policy will also be reviewed and revised, and training provided to IDIF staff. Output 6: Public expenditure management improved. This output will help prepare a medium term budget framework, incorporating capital expenditure and improving budget preparation and dissemination.

4. Project: Provision of Expertise in Public Financial Management Date: 2013-2014 **Client:** Ministry of Finance / ADB **Country:** Armenia

Description: AARC supported the government's results-based management of the road and water sectors. Using assessments of institutional, legal, and regulatory frameworks and of public financial management practices, baselines for capacity development and future reform areas have been established. In line with sector development targets, key performance indicators (KPIs) were designed to inform results-based planning, budgeting, and management of the sectors. Financing options and mechanisms has been explored to support service delivery in the two sectors.

5. Project: Evaluation of cost-effectiveness of capacity building within Uganda's PFM Reform Program (PFINMAP III) Date: 2019-2020 **Client:** EU Delegation to Uganda **Country:** Uganda

Description: The program aims to enhance the cost-effectiveness of capacity development measure for Uganda's Public Financial Management Reform processes. The specific objectives are: To evaluate the cost-effectiveness of capacity building under FINMAP III; To develop a comprehensive and cost-effective capacity

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		<p>building strategy and work-plans for the PFM Reform strategy (2018-2023)</p> <p>6. Project: <u>The Definition, Procurement and Supervision of the Implementation of an Enterprise Resource Planning (ERP) System for Electricity Company of Ghana</u> Date: 2018-2019 Country: Ghana</p> <p>7. Project: <u>Strengthening the Financial Management System in the Department of Education (Phase II)</u> Date: 2013-2014 Country: Philippines</p> <p>8. Project: <u>Feasibility Study of Integrated ERP Solution – Water and Sanitation Services Peshawar</u> Date: 2018 Country: Pakistan</p> <p>9. Project: <u>Facilitate Governance and Administrative Reforms at the Government of Punjab</u> Date: 2006-2007 Country: Pakistan</p> <p>10. Project: <u>Improve Regulatory & Legislative capacities of key Departments under the Government of Punjab</u> Date: 2004-2005 Country: Pakistan</p> <p>Conclusion: The consulting firm has fulfilled the requirement of shortlisting criteria specified in the REOI, such as 15 years' of relevant work experience, have completed more than three (3) similar assignments, and has sufficient HR / Managerial Capacity and Technical Expertise in the areas covered in the TORs.</p>
6	<p>ECORYS (Lead) - INFOTECH Pvt. Ltd. (Consortia)</p>	<p>ECORYS Nederland B.V. (Ecorys) is based in Rotterdam, Netherlands, founded in 1929, is an economic research and consulting company in Europe. Ecorys has been working in Pakistan for more than 20 year, supporting the national and sub-national governments. The consulting firm has sufficient HR / Managerial Capacity and Technical Expertise in the areas covered in the TORs. The following assignments of the consulting firm are considered for evaluation which are more relevant to the TORs:</p> <p>1. Project: <u>Public Financial Management Support Programme for the Ministry of Finance at Federal level and the Finance & Planning Departments at Provincial level in Sindh and Baluchistan (EU)</u>, Date: 2014-2019, Client: Ministry of Finance</p> <p>2. Project: <u>Strengthening the Public Investment Management System (SPIMS)</u>, Date: 201-2018, Client: Bangladesh Planning Commission</p>

		<p>3. Project: <u>PIM Implementation Support – Improving methodology of integration Capital-budget with Baseline-budget</u>, Date: 2012-2014, Client: Tajikistan</p> <p>Conclusion: The consultant has fulfilled the requirement of shortlisting criteria specified in the REOI, such as 15 years' of relevant work experience, have completed more than three (3) similar assignments, and has sufficient HR / Managerial Capacity and Technical Expertise in the areas covered in the TORs.</p>
7	<p>IBF (Lead) - I Consult - Latona - RHC (Joint Venture)</p>	<p>IBF International Consulting SA (Lead Partner) and its partner firms: Latona Development JSC (Partner) – International Consulting Associates Pvt. Ltd. (Partner) – Rehman Habib Consultants Pvt. Ltd. (Partner) – have submitted their expression of interest as a Joint Venture (JV). IBF is incorporated in Belgium in 1977, I-Consult was incorporated in Pakistan in 1983, Latona was incorporated in Bulgaria in 2002, and Rehman Habib Consultants was incorporated in Pakistan in 2002. The JV has sufficient HR /Managerial Capacity and Technical Expertise in the areas covered in the TORs. The following assignments of the JV are considered for evaluation which are more relevant to the TORs:</p> <p>1. Project: <u>Punjab Intermediate Cities Improvement Investment Project – Capacity Building of LG&CDD</u> Date: 2021-2024 Client: LG&CDD Country: Pakistan</p> <p>Description: Support to institutional reforms, establishment of urban service standards, enhancement of the customer service function, development of new tariff structures; Service Deliver Quality Framework for assessing the existing quality of municipal service; Institutional Framework and Organizational Design; Organizational setup, including recruitment and selection, orientation and training, performance management, career progression, etc.; Develop a budgetary framework covering financial provisions, budget requirements, accounting and auditing procedures; Change management coaching and mentoring program.</p> <p>2. Project: <u>PAK Khyber Pakhtunkhwa Cities Improvement Project (KPCIP) Institutional Review & Capacity Building</u> Date: 2020-2022 Client: KPCIP Country: Pakistan</p> <p>Description: Strengthening of institutional capacities, efficiency and governance of local governments and urban service companies; Design of a business & operational model for sustainable municipal services; Improving technical and commercial efficiency of municipal infrastructures and public facilities; Enhancing human resource management and productivity.</p> <p>3. Project: <u>Implementation and maintenance of</u></p>

Adi

Customs Automated Systems (Specifications, Development, Maintenance and Support of Customs IT systems and applications–CUST-DEV3) Date: 2014-2022 Country: Belgium

Description: Analysis of the legislation and alignment with tax and customs procedures through the development of EU Customs and Tax Business Process Models; Draft of the Methodology and Standards for the design and presentation of the EU Customs and Tax Process Models and EU Customs and Tax Data Models; Coordination of the programs and activities with multiple Stakeholders related to the legislation changes and the impact on the IT systems; Organization of workshops with the Member states and the economic operators; Training of the staff.

4. Project: PAK Khyber Pakhtunkhwa Cities Improvement Project – Project Readiness Financing (KPCIP-PRF) Institutional Review and Capacity Building Date: 2021-2024 Country: Pakistan

Description: Improving technical and commercial efficiency of water utility, sanitation, solid waste management operations; Conducting SWOT analysis and design a business & operational model for municipal / government services; Assessing the effectiveness and efficiency of the current business, management and operational processes; Based on Gap Analysis, supporting and delivering capacity building and institutional reforms program.

Conclusion:

The JV has fulfilled the requirement of shortlisting criteria specified in the REOI, such as 15 years' of relevant work experience, have completed more than three (3) similar assignments, and has sufficient HR / Managerial Capacity and Technical Expertise in the areas covered in the TORs.

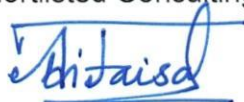
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v. NOT SHORTLISTED FIRMS

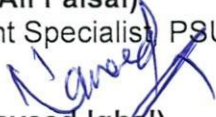
1	DAI (Lead) - Impetus Advisory Group (IAG) (Consortia)	The consulting firm lacks relevant experience required as per TORs. Therefore, the firm is not shortlisted. <i>on term of completed similar projects (ob nos).</i>
2	Linpico (Lead) - Suriya Nauman Rehan & Co. (Consortia)	The consulting firm lacks relevant experience required as per TORs. Therefore, the firm is not shortlisted.
3	GCS Pvt. Ltd. (Lead) - ZENTECH I.T Solutions (Joint Venture)	The consulting firm lacks relevant experience required as per TORs. Therefore, the firm is not shortlisted.
4	AAM Consulting (Lead) - TELCO NET (Joint Venture)	The consulting firm lacks relevant experience required as per TORs. Therefore, the firm is not shortlisted.
5	Institute of Social and Policy Sciences (Lead) - Qartaba Solutions (Partner)	The projects mentioned relate to Education Sector only. Therefore, the consulting firm is not shortlisted.
6	UHY Hassan Naeem & Co	The consulting firm lacks relevant experience required as per TORs. Therefore, the firm is not shortlisted.
7	FINCON SERVICES	The projects mentioned relates to poverty eradication initiatives & community support programs. Therefore, the consulting firm is not shortlisted.

vi. RECOMMENDATION

- iii) The CSC recommended to upload the Shortlisting Report on the website of PIU for its disclosure.
- iv) The CSC also recommended to issue the RFP document to top seven (07) Shortlisted Consulting Firms.



(Mr. Ali Faisal)
Procurement Specialist, PSU



(Mr. Naveed Iqbal)
Assistant Chief, P&D Board



(Mr. Shahid Mahmood Adil)
Public Sector Specialist



(Ms. Robeela Shaheen)
SO (P&D), Finance Department

(Mr. Ali Jalal)
Program Director, PIU/PSU
P&D Board