



**RE-ADVERTISEMENT
REQUEST FOR EXPRESSION OF INTEREST (REOI)
HIRING OF INDIVIDUAL CONSULTANTS**

Project Name : Governance & Policy Project, Khyber Pakhtunkhwa
Executing Agency : Planning and Development Department, Government of Khyber Pakhtunkhwa
Project ID : P156410

As a part of the process of reforms within the Government of Khyber Pakhtunkhwa, the Corporate Governance Unit of the Department of Finance is driving a process to improve the working of Public Sector Entities in the province. We need people with relevant exposure, as well as drive, dynamism and outstanding analytical and problem-solving skills to join this unit, and help support the goal of reforming Pakhtunkhwa. We are looking to hire for the following positions:

Eligibility Criteria:

Team Leader	At least 16 years of education, from a reputed international or national (HEC recognized) university. Individuals with a degree in Finance, Business Administration, Corporate Law or other relevant field will be preferred. A minimum of seven years of top tier professional experience in Pakistan or International market.
Performance and Monitoring Specialist	At least 16 years of education in a relevant field (MBA, CFA, CA or an engineering degree will be preferred) from a recognized international or national (HEC recognized) university. At least 5 years of relevant professional experience; general management experience in the private sector, or in a professional organization; or demonstrable experience of performance management will be a plus. Outstanding analytical and problem-solving skills. Ability to synthesize information clearly for a variety of internal and external stakeholder audiences
Financial Management Expert	At least 16 years of professional education, preferably in a relevant field (MBA, CFA, CA) from a recognized international or national (HEC recognized) university. At least 5 years of relevant professional experience; general management experience in the private sector, or in a professional organization; or demonstrable experience of financial management will be a plus. Outstanding analytical and problem-solving skills. Ability to synthesize information clearly for a variety of internal and external stakeholder audiences.
Performance Monitoring Research Analyst	At least 16 years of professional education, preferably in a relevant field (MBA, MSc (Economics/Statistics), CFA, CA from a recognized international or national (HEC recognized) university. At least 2 years of relevant professional experience; general management experience in the private sector, or in a professional organization; or demonstrable experience of financial management will be a plus. Outstanding analytical and problem-solving skills. Ability to synthesize information clearly for a variety of internal and external stakeholder audiences.
Financial Management Research Analyst	At least 16 years of professional education, preferably in a relevant field (MBA, CFA, CA) from a recognized international or national (HEC recognized) university. At least 2 years of relevant professional experience; general management experience in the private sector, or in a professional organization; or demonstrable experience of financial management will be a plus. Outstanding analytical and problem-solving skills. Ability to synthesize information clearly for a variety of internal and external stakeholder audiences

Recruitment Process

The recruitment procedure will be carried out in phases as detailed below:

- **Phase 1 – Shortlisting:** All applications will be shortlisted based upon the quality of CV and cover letter.
- **Phase 2 – Test (for Research Analyst positions):** Shortlisted candidates for the Research Analyst positions will go through a basic analytical IQ test and candidates above a minimum score will be rated as passed and considered for an interview.
- **Phase 3 – Interview (for all positions):** The interview process will consist of a problem-solving interview based on a case study, as well as a fit interview, to stress test skill set required for the role.

Detailed Terms of Reference (TORs) for the positions can be downloaded from our website www.pcna.gkp.pk under the tab “Procurement-TORs”. Attention of the interested candidates is drawn to Section V of the World Bank’s Guidelines: Selection and Employment of Consultants [under IBRD Loans and IDA Credits & Grants] by World Bank Borrowers (Consultant Guidelines (January 2011, revised July 2014).

How to Apply: Individuals should submit, in pdf format only, a two-page CV (maximum length) citing three references that can be contacted, accompanied by a one to two-page cover letter that explains why they believe that they should be considered for the role applied for, and mention 3 changes that they propose for Public Sector Entities in Khyber Pakhtunkhwa, via email on procurementofficer2@pcna.gkp.pk mentioning the position applied for in the subject by **October 08, 2019**. The applicants may specifically mention the position name in subject line while submission of application/cover letter/CV. Any applicant not following the above criteria may lead to disqualification.

**Coordinator
Governance and Policy Project Khyber Pakhtunkhwa**

Terms of Reference
Team Leader – Corporate Governance Unit
Finance Department Khyber Pakhtunkhwa
Governance and Policy Project Khyber Pakhtunkhwa

Background

As a part of the process of reforms within the Government of Khyber Pakhtunkhwa, the Corporate Governance Unit of the Department of Finance is driving a process to improve the working of PSEs in the province of Khyber Pakhtunkhwa. Finance Department Khyber Pakhtunkhwa needs people with relevant exposure, as well as drive, dynamism and outstanding analytical and problem-solving skills to join this unit, and help support the goal of the reforms agenda of the province.

The Head CG Regulation & Compliance has an overall responsibility for leading CGRCG management and staff, and to support Additional Secretary devise and implement CG related activities and performance monitoring of PSEs (Public Sector Companies and Autonomous Bodies).

Key Responsibilities:

- To map all PSEs under Government of KP, develop PSE profiles, consolidate PSE profiles and proactively disclose information on PSEs including the consolidated profiles.
- Develop a coherent and consistent policy framework, keeping in view, corporate governance rules, regulations and operating procedures for PSEs in KP and PSC CG Rules issued by SECP.
- Provide technical expertise on key issues related to corporate governance assessments of PSEs, taking into consideration framework stipulated by SECP, best industry practices and standards.
- Coordinate with the regulators, including for the purpose of facilitating information sharing and joint meetings for PSEs.
- Work with PSEs to develop corporate governance improvement plans as needed and ensure that corporate governance structures are constituted and functional.
- Develop a road map for corporatization/restructuring of PSEs in a phased manner to improve performance, financial management, transparency and disclosures.
- Introduce CG scorecard to develop baseline and track compliance for selected PSEs (e.g. KPOGCL, PEDO, WSSP, KPEZDMC) that improve corporate governance, structure, and management capacity.
- Provide support to the directors, CEOs and officers on governance issues. Help clarify roles of different stakeholders involved in management and governance of PSEs and put effective accountability mechanisms in place instead of multiple and ineffective checks.
- Assess quality of Board of Directors (BoDs), ensure their autonomy and independence, and enhance board effectiveness and empowerment through a range of measures. Encourage/enforce: (i) appointment of at least one

Director on the Board who is accredited from PICG/SECP approved institutes, and (ii) appointment of women on PSE boards and assisting PSEs to access a pool of experts including women who could be appointed as Directors.

- Provide internal and external clients with capacity building on corporate governance related topics by designing and piloting information sharing schemes.
- Develop guidelines, tools and training materials to facilitate the implementation and dissemination of best practices in corporate governance.
- Stay abreast of market trends in corporate governance, both regionally and globally and foster partnerships for Finance Department with other organizations/DFIs regarding the deployment of these trends locally.
- Organize corporate governance related conferences. Deliver presentations and training to internal and external audiences to promote behavioral changes in the field of corporate governance and management.
- Provide leadership, mentoring and support to the CGRCG staff.

Qualifications:

- At least 16 years of education, from a reputed international or national (HEC recognized) university. Individuals with a degree in Finance, Business Administration, Corporate Law or other relevant field will be preferred.
- A minimum of seven years of top tier professional experience in Pakistan or International market.

Contract Duration

Till June 30, 2020.

Reporting Channel:

The Consultant will report to Finance Department Khyber Pakhtunkhwa.

Selection Method

An individual will be selected in accordance with process stipulated in Section V of "Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers (January 2011) (Revised July 2014).

Terms of Reference
Financial Management Expert – Corporate Governance Unit
Finance Department Khyber Pakhtunkhwa
Governance and Policy Project Khyber Pakhtunkhwa

Background

As a part of the process of reforms within the Government of Khyber Pakhtunkhwa, the Corporate Governance Unit of the Department of Finance is driving a process to improve the working of PSEs in the province of Khyber Pakhtunkhwa. Finance Department Khyber Pakhtunkhwa needs people with relevant exposure, as well as drive, dynamism and outstanding analytical and problem-solving skills to join this unit, and help support the goal of reforms agenda of the province.

The Financial Management Expert will be required to support the Team Leader in identifying and analyzing potential risks threatening the financial sustainability of Public Sector Companies and Autonomous Bodies of Government of Khyber Pakhtunkhwa. The expert will also suggest measures for addressing risks through in-house and external expert resources. Salary for the expert will be market based and will take past professional experience in to account.

Key Responsibilities:

- Conduct financial evaluations (financial cost-benefit analyses) of the PSCs/ABs. and assess whether previous financial management assessments have been conducted by PSCs/ABs or any other external organization and, if so, review the results to ascertain whether these can be used further,
- Review disbursement and funds-flow arrangements of PSCs/ABs, and suggest measures for addressing identified deficiencies,
- Access financial statements and conduct financial analyses to determine financial sustainability of PSCs/ABs; identify risks that may affect financial sustainability or viability of PSCs/Abs and propose relevant financial performance indicators to mitigate the risk,
- Ascertain and build capacity of PSCs/ABs for planning and budgeting, management and financial accounting, reporting, auditing, internal controls, and information systems,
- Provide technical advice, monitor, consolidate and report on revenue generation, fiscal risk and contingent liabilities of PSCs/Abs,
- Establish financial reporting mechanism between PSCs/ABs and the Unit including but not limited to maintaining a database of Government funding to PSCs/Abs

Qualifications:

- At least 16 years of professional education, preferably in a relevant field (MBA, CFA, CA) from a recognized international or national (HEC recognized) university.
- At least 5 years of relevant professional experience; general management experience in the private sector, or in a professional organization; or demonstrable experience of financial management will be a plus.

- Outstanding analytical and problem-solving skills. Ability to synthesize information clearly for a variety of internal and external stakeholder audiences.

Contract Duration

Till June 30,2020.

Reporting Channel:

The Consultant will report to Team Leader – Corporate Governance Unit Finance Department Khyber Pakhtunkhwa.

Selection Method

An individual will be selected in accordance with process stipulated in Section V of “Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers (January 2011) (Revised July 2014).

Terms of Reference
Performance & Monitoring Specialist – Corporate Governance Unit
Finance Department Khyber Pakhtunkhwa
Governance and Policy Project Khyber Pakhtunkhwa

Background

As a part of the process of reforms within the Government of Khyber Pakhtunkhwa, the Corporate Governance Unit of the Department of Finance is driving a process to improve the working of PSEs in the province of Khyber Pakhtunkhwa. Finance Department Khyber Pakhtunkhwa needs people with relevant exposure, as well as drive, dynamism and outstanding analytical and problem-solving skills to join this unit, and help support the goal of reforms agenda of the province.

The Performance & Monitoring Specialist role will be of an overall responsibility for monitoring of activities across all PSEs. The specialist will maintain close liaison with PSEs as well as focal persons in relevant line departments and authorities in order to gather information on financial and operational performance of PSEs on KPIs. Remuneration will be market based and will take in to account previous professional experience.

Key Responsibilities:

- Develop a list of operational and financial KPIs for each PSE including but not limited to revenue growth, operational profit margin, inventory management ratios (e.g. inventory turnover, inventory to net working capital), current ratio, leverage ratios (e.g. debt service coverage, debt-equity), ROA and ROE.
- Develop baseline for performance of each PSE and set internal targets and KPIs taking into consideration sector information and international best practices.
- Provide technical advice, monitor, consolidate and report on revenue generation, fiscal risk and contingent liabilities of PSEs as well as gap analysis.
- Conduct revenue forecasting and analysis for PSEs.
- Coordinate with the top management and department heads for related information to keep a proper follow up on progress status on KPIs and discuss implementation issues to meet targets.
- Develop central management data & information system (PSE portal) which offers a comprehensive perspective on operational and financial performance of PSEs. Compilation and publishing of annual report on consolidated performance of PSEs to make evidence-based decisions and enhance overall transparency.
- Collate/produce data in line with the requirements of internal and external stakeholders at various levels to improve evidence-based PSEs performance management.
- Coordinate all monitoring, implementation and reporting on the status of PSEs and manage timely distribution and collection of monthly/quarterly/annual data related to all PSEs.
- Establish and manage an efficient and reliable system of reporting and communications within CGRCG in order to facilitate the dissemination of PSEs related information.

Qualifications:

- At least 16 years of education in a relevant field (MBA, CFA, CA or an engineering degree will be preferred) from a recognized international or national (HEC recognized) university.
- At least 5 years of relevant professional experience; general management experience in the private sector, or in a professional organization; or demonstrable experience of performance management will be a plus.
- Outstanding analytical and problem-solving skills. Ability to synthesize information clearly for a variety of internal and external stakeholder audiences.

Contract Duration

Till June 30, 2020.

Reporting Channel:

The Consultant will report to Team Leader – Corporate Governance Unit Finance Department Khyber Pakhtunkhwa.

Selection Method

An individual will be selected in accordance with process stipulated in Section V of “Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers (January 2011) (Revised July 2014).

Terms of Reference
Financial Management Research Analyst – Corporate Governance Unit
Finance Department Khyber Pakhtunkhwa
Governance and Policy Project Khyber Pakhtunkhwa

Background

As a part of the process of reforms within the Government of Khyber Pakhtunkhwa, the Corporate Governance Unit of the Department of Finance is driving a process to improve the working of PSEs in the province of Khyber Pakhtunkhwa. Finance Department Khyber Pakhtunkhwa needs people with relevant exposure, as well as drive, dynamism and outstanding analytical and problem-solving skills to join this unit, and help support the goal of reforming Pakistan.

Research Analyst on Financial Management will provide research and data analysis reports and support implementation of work plans. The analyst will also assist the Financial Management Expert (FME) for carrying out financial analysis of PSCs/ABs and in producing periodic assessment reports on each PSCs/ABs. Salary for the analyst will be market based and will take past professional experience in to account.

Key Responsibilities:

- Support collection of data from PSCs/ABs and coordinate with them to prioritize information needs
- Identify, analyze, and interpret trends or patterns in data sets from PSCs/ABs
- Maintain a database of financial performance of PSCs/ABs. and help prepare monthly/quarterly/annual financial performance report of PSCs/ABs
- Any other task assigned by the FME or Team Leader

Qualifications:

- At least 16 years of professional education, preferably in a relevant field (MBA, CFA, CA) from a recognized international or national (HEC recognized) university.
- At least 2 years of relevant professional experience; general management experience in the private sector, or in a professional organization; or demonstrable experience of financial management will be a plus.
- Outstanding analytical and problem-solving skills. Ability to synthesize information clearly for a variety of internal and external stakeholder audiences.

Contract Duration

Till June 30, 2020.

Reporting Channel:

The Consultant will report to Financial Management Expert – Corporate Governance Unit Finance Department Khyber Pakhtunkhwa.

Selection Method

An individual will be selected in accordance with process stipulated in Section V of "Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers (January 2011) (Revised July 2014).

Terms of Reference
Performance Monitoring Research Analyst – Corporate Governance Unit
Finance Department Khyber Pakhtunkhwa
Governance and Policy Project Khyber Pakhtunkhwa

Background

As a part of the process of reforms within the Government of Khyber Pakhtunkhwa, the Corporate Governance Unit of the Department of Finance is driving a process to improve the working of PSEs in the province of Khyber Pakhtunkhwa. Finance Department Khyber Pakhtunkhwa needs people with relevant exposure, as well as drive, dynamism and outstanding analytical and problem-solving skills to join this unit, and help support the goal of reforms agenda of the province.

The Performance Monitoring Research Analyst will provide research and data analysis reports and support implementation of work plans. The analyst will also support the PM Specialist for carrying out analysis of PSCs/ABs in producing periodic assessment reports on each PSCs/ABs as required. Salary for the analyst will be market based and will take past professional experience in to account.

Key Responsibilities:

- Support PM Specialist in collection of data from PSCs/ABs and coordinate with PSC/ABs to prioritize information needs.
- Identify, analyze, and interpret trends or patterns in complex data sets and maintain a database of PSCs/ABs performance indicators
- Prepare monthly/quarterly/annual performance report of PSCs/ABs
- Any other task assigned by the PM Specialist or Team Leader

Qualifications:

- At least 16 years of professional education, preferably in a relevant field (MBA, MSc (Economics/Statistics), CFA, CA from a recognized international or national (HEC recognized) university.
- At least 2 years of relevant professional experience; general management experience in the private sector, or in a professional organization; or demonstrable experience of financial management will be a plus.
- Outstanding analytical and problem-solving skills. Ability to synthesize information clearly for a variety of internal and external stakeholder audiences.

Contract Duration

Till June 30, 2020.

Reporting Channel:

The Consultant will report to Performance Monitoring Specialist – Corporate Governance Unit Finance Department Khyber Pakhtunkhwa.

Selection Method

An individual will be selected in accordance with process stipulated in Section V of “Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers (January 2011) (Revised July 2014).