

TERMS OF REFERENCE

HIRING OF THE EXPERT TO CONDUCT SCOPING STUDY IN 14 TMAs FOR THE UPSCALING OF FRIMS UNDER THE PROJECT “STRENGTHENING CAPACITIES FOR IMPROVED MANAGEMENT OF LOCAL REVENUES AND LOCAL SERVICES”.



Posted date	22-Sep-23	Last date to apply	30-Sep-2023
Country	Pakistan	Location	Peshawar
Type of Services	Consultancy (contractual)	Category	Local revenues mobilization
Position	1	Tentative commencement date of services	01 st Oct 2023
Length of Assignment	25 person days	Tentative duration	01 st Oct 2023 to 30 th Nov 2023
Proposals / applications to be submitted at: hr.cgpa@gmail.com.			

A. ABOUT CENTER FOR GOVERNANCE AND PUBLIC ACCOUNTABILITY

Centre for Governance and Public Accountability (CGPA) is a not-for-profit, non-governmental, non-partisan, civil society organization working for the promotion of public accountability and good governance. CGPA was established in 2011, and registered in January 2012 under the Societies Registration Act, 1860. CGPA is governed by a Board of Directors, comprising of seven members. CGPA has been actively providing specialized and expert technical services in public policy and governance, service improvement, promotion of peace and tolerance, inclusivity, rule of law, local governance, local finance & planning & revenues, digital solutions for service delivery and improved governance, transparency and access to information, civic education through research and analytical work, budget accountability and social audit, electoral reforms, legislative strengthening, and democratic development.

B. ABOUT THE ASSIGNMENT

B. 1. BACKGROUND

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) has initiated a project titled as Participatory Local Governance (PLG) to assist the governments in Punjab and Khyber

Pakhtunkhwa to further strengthen their local governance system towards improved services delivery to the citizens. PLG builds on the earlier gains of its two completed projects in Punjab and Khyber Pakhtunkhwa i.e., the Support to Local Governance Project and the FATA Development Project by creating synergies on the already achieved results and the capacities built. The PLG will provide support mainly in three areas i.e., local revenue generation, participatory development planning, and digitalization for improved services delivery.

GIZ has partnered with CGPA to assist the Government of Khyber Pakhtunkhwa (GoKP) in further deepening and expanding key reforms pertaining to local revenue mobilization, improving service delivery, and adopting sophisticated and improved mechanisms for citizens' engagement in service delivery. To deliver services in these areas, the GIZ has awarded a project titled as "Strengthening Capacities for Improved Management of Local Revenues and Local Services" under the overall umbrella of PLG Project.

The overall goal of the project is to "strengthen the capacities of the local governments for provision of improved local services and realization of local revenues". Specific objectives are"

- a. Strengthening capacities of the local governments for provision of improved local services through training and capacity building activities focusing especially on inclusive and gender responsive management of local services; and
- b. Strengthening capacities of the local governments for improved collections of local revenues through training and capacity building on use and operations of the FRIMS.

B. 2. PURPOSE AND OBJECTIVES OF THE ASSIGNMENT

An Expert will be hired to undertake a comprehensive scoping study along institutional, organizational, technical, operational, technological, infrastructural, and HR parameters in the target TMAs in Khyber Pakhtunkhwa. A situation analysis report will be compiled which shall identify major gaps around these parameters and will furnish recommendations for smooth and effective rollout of the FRIMS to these selected TMAs.

B. 3. SCOPE OF THE ASSIGNMENT

To enable the system to rollout to the selected TMAs, a comprehensive scoping study will be undertaken along the following parameters. A situation analysis report will be compiled which shall identify major gaps around following parameters and will furnish recommendations for smooth and effective rollout of the FRIMS to these selected TMAs. This scoping study shall be carried out through desk reviews, interviews, and focused group discussions:

- HR Assessment:
 - a. Evaluation of the strength of the employees involved in revenue collection and financial management will be carried out.

- b.* Roles and responsibilities of key personnel responsible for revenue realization, collection, recording, and reporting will be discerned.
 - c.* Skills and training levels of expertise will be assessed and training needs of the current workforce regarding the new system will be determined.
- Technological Assessment:
 - a.* Existing technology infrastructure will be evaluated in terms of current hardware, software, and networking resources available.
 - b.* Compatibility with the proposed system will be determined by checking if the existing infrastructure can support the deployment of the Financial Records and Information Management System.
 - c.* IT support capabilities will be assessed to evaluate the availability of IT support for ongoing maintenance and troubleshooting.
- Operational Assessment:
 - a.* The existing revenue realization, collection, and reporting workflows will be assessed and documented.
 - b.* Operational inefficiencies and potential obstacles in implementing the new system will be identified.
 - c.* Inputs will be gathered from users to understand their requirements and expectations from the new system.
 - d.* Process improvements will be identified to streamline operations and optimize revenue collection.
- Infrastructure Assessment:
 - a.* Physical infrastructure will be evaluated to ensure that facilities and office spaces available for the revenue collection process.
 - b.* Connectivity and internet access will be evaluated to assess the availability and reliability of internet connectivity in the TMAs.
 - c.* Additional hardware needs will be identified to support the implementation of the new system.
 - d.* Ensuring a stable power supply to avoid disruptions in the system usage.
- Budgetary Assessment:
 - a.* Budgetary and physical infrastructure will be evaluated to ensure that facilities and office spaces available for the revenue collection process.

B. 4. ACTIVITIES AND TASKS

The following activities and tasks will be performed by the expert:

<i>Sr.#</i>	<i>Activity</i>	<i>Level of Efforts (days)</i>
1.	Review the existing framework used for undertaking scoping study / situation analysis for FRIMS rollout.	0.5
2.	Update / improve the existing framework to align it with the parameters as specified in the "Scope" above.	0.5
3.	Development of checklists, questionnaire, and other tools for undertaking the scoping study.	1.5
4.	Development and agreeing on the workplan for undertaking the scoping study.	0.5
5.	Pilot testing of the framework in 01 TMA and sharing the results with the CGPA and PLG Project.	0.5
6.	Improving the framework based on feedback from the CGPA/PLG Project.	0.5
7.	Conducting field interviews and undertaking scoping study at the selected TMAs.	10
8.	Developing TMA wise list of items to be procured to rollout of FRIMS in the targeted TMAs	2
9.	Development and agreeing on the table of contents / outlines for the scoping study / situation analysis report.	2
10.	Formulation of Scoping Study / Situation Analysis Report	5
11.	Incorporating comments / feedback from CGPA/PLG and submission of final report	2
	Total allowed working days	25

B. 5. DELIVERABLES

The Expert will be responsible to deliver the following deliverables:

- a) Updated / improved framework or criteria for undertaking scoping study / situation analysis report.
- b) Workplan for undertaking the assignment.
- c) Report on the pilot testing.

- d) Revised / improved framework or criteria for undertaking scoping study / situation analysis report.
- e) List of all officials / public representatives interviewed / visited along with contact details.
- f) TMA wise list of procurements required to rollout FRIMS to the targeted TMAs.
- g) Draft Scoping Study / Situation Analysis Report.
- h) Final Scoping Study / Situation Analysis Report.

The timelines for the deliverables will be agreed with the Technical Lead, CGPA.

C. PAYMENT

Payment of fee to the consultant will be made as per the following schedule:

Deliverable	% Payment
TMA wise list of items to be procured to rollout FRIMS in the targeted TMAs	20%
Draft Scoping Study / Situation Analysis Report	30%
Final Draft Scoping Study / Situation Analysis Report	50%
Total	100.00%

D. REPORTING STRUCTURE AND COORDINATION

The services under this consultancy assignment will be supervised by the Technical Lead, CGPA. The Expert will report to and will get directions during the currency of the provision of services from the Technical Lead.

E. REQUIRED QUALIFICATION AND EXPERIENCE

The consultant should possess a combination of technical expertise, relevant work experience, and interpersonal skills to successfully deliver all the deliverables as stated above under this project. The following are the key qualification & experience criteria required for selection:

- Educational qualifications: The consultant should hold at least a bachelor's degree in information technology, computer sciences, management information systems or a related field.
- Overall Experience: A consultant should have at least 10 years overall work experience in the relevant sector.

- **Relevant Experience:** The candidates shall have extensive knowledge of the Oracle based databases and management information systems. Knowledge and experience of the FRIMS or related digital financial systems for revenue management and reporting will be an added advantage. The candidates shall possess in-depth knowledge of information management systems, preferably Oracle-based systems. The candidates shall demonstrate ability to conduct scoping study / situation analysis for rolling out digital systems, especially relating to revenue management, to new setups or environments or organizations. Experience of working with the local governments in Khyber Pakhtunkhwa will be an added advantage.
- **Strong communication and inter-personnel skills:** The candidates shall possess strong analytical and research skills, including the ability to gather and synthesize complex technical information. The candidates shall also have excellent communication and reporting abilities, with proficiency in English and Urdu.
- **Previous consultancy experience:** Previous experience of working as a consultant on similar assignments is mandatory. The consultant should provide access to reports or documents of similar nature to evaluate his/her application during hiring process, if so required by CGPA.

F. HOW TO APPLY

Interested individuals can send their detailed CVs/Profile highlighting the relevant experience and qualification as well as the financial proposal (on the template given on the next page) mentioning the name of assignment at: hr.cgpa@gmail.com by mentioning the title of the position in the subject line. The financial proposal shall be inclusive of fee and all incidental expenditures to undertake the assignment. Last date for receiving applications is provided in the summary table above. CGPA may call for tests or interview for which no TADA will be admissible. CGPA holds the right to cancel the process of hiring before award of contract without assigning any reason thereof.

*Late submissions will not be entertained.

Financial Proposal

S. No.	Description of Activities	Unit Description	Quantity	Unit Cost	No. of Units	Total Amount (PKR)
1 Personnel Costs						
1.1	Expert 1	<i>Person x days</i>	1		25	
Sub Total - 1						
2 Field Costs						
2.1	Conveyance	<i>Kilometers of travelling</i>	1	25		
2.2	Accommodation	<i>Rooms x Nights</i>	1			
2.3	Other incidental expenditures	<i>Lumpsum</i>	1	1	1	
Sub Total - 2						
Grand Total (PKR) --- sub total (1+2)						

* the consultant / firm can add, edit or remove line items as per their understanding of the TORs.

** In case of Per diem, CGPA standard rates shall apply.

*** CGPA will deduct all admissible taxes as per the laws in place. The line item amounts, or the total amounts given in the table shall be considered as inclusive of all admissible taxes

**** The values under the quantity, unit cost, and no. of units given in the above table shall not be changed.