

# REQUEST FOR EXPRESSION OF INTEREST (CONSULTING FIRMS)



## Hiring of Firm for Conducting Annual Performance Assessment (APA) of Partner Local Governments (16xMCs) under Punjab Cities Program (PCP)

1. The Government of Punjab has received a loan (Credit No. 62430-PK) from the International Development Association (IDA) for funding the Punjab Cities Program (PCP). The Program is being implemented by Local Government & Community Development Department (LG&CDD). The Local Government & Community Development Department intends to hire the services of consulting firm to conduct an assessment exercise pertaining to 16 participating Municipal Corporations/Committees (MCs) in order to assess the performance of each MC in compliance with Minimum Access Conditions (MACs) along with extent of achievement of the Performance Measures (PMs).
2. The consulting services ("the Services") for conducting annual performance assessment of 16 participating MCs for the year 2022-23 ensuring full consistency with the TORs are referred at No. 3
3. The detail criteria for evaluation of EOs with Mandatory criteria has been mentioned in the pre-qualification documents:
  - I. At least 15 years' experience in the relevant field since establishment & registration with the relevant professional body
  - II. NTN
  - III. Experience of minimum 4 assignments with minimum total cost of Rs. 20 million in conducting performance assessments / third party validations and other related assignments in last 10 years.
  - IV. Working experience of 2 similar assignments with the donor agencies/projects.
  - V. Working Experience of 2 similar assignments with the Public/Private sector.

The detailed Qualification/Short listing Criteria & Terms of Reference (TORs) for the assignment can immediately be downloaded from the website [www.lgcd.punjab.gov.pk](http://www.lgcd.punjab.gov.pk) or <https://pmdfc.punjab.gov.pk> or can be obtained at the address given below.

4. LG&CDD now invites eligible consulting firms ("Consultants") to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.
5. The attention of interested Consultants is drawn to Section III, paragraphs 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" July 2016 (revised 2020), setting forth the World Bank's policy on conflict of interest. (<https://www.worldbank.org/en/projects-operations/products-and-services/brief/procurement-new-framework>)
6. Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.
7. The Consultant will be selected to conduct audit of the above MCs for the period 2022-23 in accordance with the Least Cost Selection (LCS) method set out in the World Bank Procurement Regulations:
8. Further information can be obtained at the address given below during office hours (9:00 am to 5:00 pm) on all working days.
9. Expressions of interest must be delivered in a written form to the address below on or before January 16, 2023, by 11:00 am which will be opened on same day at 11:30 am.

SECTION OFFICER (Projects)  
LOCAL GOVERNMENT & COMMUNITY DEVELOPMENT DEPARTMENT (LG&CDD)  
GOVT. OF THE PUNJAB, CIVIL SECRETARIAT LAHORE  
Ph: 042-99212013-14 Fax: 042-99211560  
Email: [lgcd.dept@gmail.com](mailto:lgcd.dept@gmail.com) Web-site: [www.lgcd.punjab.gov.pk](http://www.lgcd.punjab.gov.pk)

(IPL-13562)



**LOCAL GOVERNMENT & COMMUNITY DEVELOPMENT DEPARTMENT**

QUALIFICATION CRITERIA & TORs  
FOR  
SHORTLISTING OF CONSULTANTING FIRMS  
FOR  
ANNUAL PERFORMANCE ASSESSMENT OF 16 MCs  
UNDER  
“PUNJAB CITIES PROGRAM (PCP)”

LOCAL GOVERNMENT & COMMUNITY DEVELOPMENT DEPARTMENT  
(LG&CDD)

Civil Secretariat Lahore

Ph: 042-99212013-14 Fax: 042-99211560  
Email: [lgcd.dept@gmail.com](mailto:lgcd.dept@gmail.com) Web-site: [www.lgcd.punjab.gov.pk](http://www.lgcd.punjab.gov.pk)

## **QUALIFICATION CRITERIA**

Shortlisting of Consultants will be based on the criteria given below regarding applicant's Mandatory Documents, General and Relevant Experience & Managerial Capabilities as demonstrated by the Applicant's responses. EOI Applications will be evaluated based on the following criteria:

### **A. Mandatory Documents for Prequalification**

<b>Description</b>	<b>Requirement</b>
Certificate of Company/Firm Registration/Incorporation under the laws of Pakistan	Mandatory
Valid Income Tax Registration	Mandatory
Valid General Sales Tax Registration (Status = Active with PRA)	Mandatory
Submission of undertaking on legal valid and attested stamp paper that the firm is not black listed and not involved in litigation with any of Provincial or Federal Government Department, Agency, Organization or autonomous body anywhere in Pakistan. In case involved in any litigation process, proof of dispute resolution is required.	Mandatory

### **B. Firm Experience**

Experience shall be evaluated on the basis of following parameters:

<b>Sr. #</b>	<b>Description</b>	<b>Scoring</b>
1	At least 15 years' experience in the relevant field since establishment & registration with the relevant professional body	30
2	Experience of minimum 4 assignments with minimum total cost; Rs. 20 million (PKR) in conducting Performance Assessments / Third Party Validations and other related assignments in last 10 years.	50
3	Working experience of 2 similar assignments with the donor agencies/projects	10
4	Working Experience of 2 similar assignments with the Public/Private sector	10
	<b>Total</b>	<b>100</b>

***The firm which will score 70 or more marks will be assessed as shortlisted for the next bidding process.***

## **TERMS OF REFERENCE**

### **HIRING OF ANNUAL PERFORMANCE CONSULTING FIRM FOR PUNJAB CITIES PROGRAM**

#### **1. Brief Background**

- The Punjab Cities Program (PCP), is a World Bank-funded hybrid of Program for Results (PforR) and Investment Project Financing (IPF) operation, with total cost of USD 200 million over 5 years (2018 -2023) supporting 16 cities in Punjab. Its development objective is to strengthen the performance of participating Municipal Committees/Corporations (MCs), focusing on urban management and improvement of municipal infrastructure for satisfactory service delivery.
- Under the PforR (Window-1) the Performance Based Grants (PBGs) are being provided to the MCs of the 16 selected cities for investments in municipal infrastructure and services.
- The IPF (Window-2) is providing support to provincial government agencies i.e. Local Government & Community Development Department (LG&CDD), Punjab Local Government Board (PLGB), Punjab Municipal Development Fund Company (PMDFC) and PFC Unit of Finance Department (FD)

#### **a. Objectives of the Assignment**

The primary objective of the consultancy is to assess the annual performance of participating Municipal Committees / Corporations (MCs) against the requisite DLIs. This is being done to incentivize the better performing MCs to have access to larger amounts of PBGs, and to encourage the less performing MCs to improve their compliance of MACs and earn higher scores in the Performance Measures to enable receiving larger amount of PBGs.

The APA consultants will be hired by LG&CDD for FY 2022-23.

#### **b. Disbursement Linked Indicators (DLIs)**

The program uses two *Disbursement Linked Indicators (DLIs)* which focus on: Minimum Access Conditions (MACs) under DLI-1, and a set of Performance Measures (PMs) for DLI-2. However, for the first year the PBG allocation was given based on MCs meeting a reduced set of MACs.

#### **c. Program Cities**

The cities (Municipal Corporations/Committees) included in the Program are:

- |                 |               |
|-----------------|---------------|
| 1. Bahawalnagar | 9. Jhang      |
| 2. Burewala     | 10. Jhelum    |
| 3. Daska        | 11. Kamoki    |
| 4. Gojra        | 12. KotAddu   |
| 5. Hafizabad    | 13. Muridke   |
| 6. Kamalia      | 14. Okara     |
| 7. Khanewal     | 15. Vehari    |
| 8. Jaranwala    | 16. Wazirabad |

## **2. Annual Performance Assessment (APA) (Independent Annual Assessment)**

An independent annual assessment and the verification of results to trigger disbursement is key to Program. APA firm verifies Program results in a timely manner to provide the basis for disbursements of funds under the Program to the participating MCs. The assessment results provide the basis to make the final decision whether a DLI has been achieved or not. The aggregate score of the MCs in the APAs determine the size of PBG grants to be disbursed, and is an important metric to determine progress towards the Program Development Objective.

### **a Minimum Access Conditions for Performance Based Grants (PBGs)**

The Minimum Access Conditions (MACs) and Performance Measures (PMs) together enable all 16 MCs to access the full Performance Based Grants (PBGs) allocation. Compliance with MACs is a pre-condition to access the PBGs, and failure to satisfy any MAC disqualifies an MC from accessing its PBG for that year.

MCs are assessed against a set of MACs for access to DLI-1 grants (25% of total PBG envelope) in the areas of;

- a) Investment planning and budgeting,
- b) Human resources,
- c) Procurement,
- d) Financial management and audit,
- e) Environment and social management,
- f) Transparency, and
- g) Signed Program Operation Specific Participation Agreement

### **b The Performance Measures (PMs) for DLI-2**

The Performance Measures build on the foundations laid by MACs, and challenge the MCs to raise their performance to achieve incremental targets. Qualified MCs are able to access PBGs (75% of total PBG envelope) every year, based on scores obtained in the Annual Performance Assessment (APA). PBGs are allocated to the MCs proportionate to their performance scores (weighted with the APA score).

### **c Adjustment of disbursements for DLI-2**

DLI-2 is also scalable, whereby disbursements are adjusted based on whether Program MCs perform better or poorer than expected (as set out in the Performance measures). This means that

if Program MCs perform higher than expected they receive higher disbursements. This system ensures direct peer comparison and competition as an incentive to improve performance.

**d. MACs and PMs**

- With the exception of the first assessment of Reduced MACs, the disbursement of all subsequent PBGs are determined based on the full APA undertaken by the APA firm.
- The APA consultant assess compliance with MACs along with extent of achievement of the Performance Measures (PMs) given above.
- MCs need to comply with all the MACs given above to receive any PBG, and non-compliance with even one of the MACs makes them ineligible for the PBGs.
- The extent of achievement of the PMs scored, and the amount of PBG for each MC are based on the score achieved combined with the PFC formula.

**e. Performance Requirements**

The consultant shall determine how best to convey each MCs' APA, in the light of the given MACs, PMs and their indicators.

**3. Duties and Responsibilities of consultant**

The specific tasks to be performed under the assignment are listed below:

1. Conduct fieldwork in all 16 MCs in order to collect data on the performance of each MC to be measured in terms of:
  - a. Compliance with Minimum Access Conditions (DLI-1); and
  - b. Extent of achievement of Performance Measures
2. Analyze all field data in order to assess the performance of each MC (in terms of MAC compliance and extent of achievement of PMs)
3. Establish, for each MC, PBG allocations per the following:
  - Meeting all MACs will be a pre-requisite for eligibility to PBGs. MC not meeting any MAC will not be eligible for any PBG funding in that year.
  - PMs will be assessed for all MCs, but assessment results will impact only MCs that (by virtue of having demonstrated compliance with MACs) are eligible to receive PBGs, the size of which will depend on their performance across a range of measures. The verification protocol for assessment of DLIs (MACs and PMs is given as under;

**Minimum Access Conditions (MACs-MUST be fulfilled to qualify for PBGs)**

Performance Area	Minimum Access Condition <sup>1</sup>	Means of Verification
<b>MAC-1 Investment Planning and Budgeting</b>	<i>1.1 MC has updated infrastructure maps<sup>2</sup></i>	Obtain from Municipal Officer (Infrastructure), Infrastructure Maps to confirm that they have been updated up to end of previous FY.
	<i>1.2 MC has an approved Annual Development Plan (ADP)</i>	Obtain from the Chief Officer, a copy of the ADP for the current FY, signed by MC Chairman.
	1.3 MC Annual Budget Estimates, generated from the CFMS, have been approved by Chairman/Council	Obtain from Municipal Officer (Finance), Annual Budget Estimates generated using the CFMS, and approved by the MC Council within 1 <sup>st</sup> Quarter of each FY.

<sup>1</sup>MACs in italics are reduced conditions for MCs to meet in the first assessment.

<sup>2</sup>Infrastructure maps were originally prepared under PMSIP.



Performance Area	Minimum Access Condition <sup>1</sup>	Means of Verification
	1.4 MC has contributed 20% co-financing for PBGs during the FY	From second APA onwards, verify: a) 20% co-financing is budgeted for eligible investments in the current financial year; and b) MC has contributed 20% co-financing on eligible investments for PBGs received in the previous FY. Obtain from Municipal Officer (Finance), a copy of annual budget for current FY and audited annual financial statement for previous FY as evidence.
<b>MAC-2 Human Resources</b>	<i>2.1 MC has in place/assigned core locally appointed staff, to operate the systems</i>	Obtain from the Chief Officer, a copy of Staff list, and verify that core locally appointed positions for managing core Program-supported systems <sup>3</sup> , as prescribed by POM <sup>4</sup> , are adequately filled.
<b>MAC-3 Procurement</b>	3.1 MC has a Procurement Plan for current FY	Obtain from Chief Officer, a copy of the annual Procurement Plan for the current FY to confirm that it has been prepared and approved, and is based on the approved ADP.
	3.2 MC has functional procurement committee for relevant level of procurement in place (per PPRA rules)	Obtain from Chief Officer, evidence (notifications and signed decisions) that Procurement Committee is functional, and effective.
<b>MACS-4 Financial Management and Audit</b>	<i>4.1 MC has functional Computerized Financial Management System (CFMS)</i>	Obtain from Municipal Officer (Finance) relevant data to confirm CFMS functionality
	4.2 MC cash book is generated using CFMS	Obtain from Municipal Officer (Finance) evidence that the Cash Book has been generated from CFMS, and is up to date.
	4.3 MC has submitted annual financial statements, to the satisfaction of auditors for the previous FY	Obtain from Municipal Officer (Finance) evidence that MC has submitted CFMS-based annual financial statements to auditors <sup>5</sup> for previous FY.
	4.4 The MC has no adverse or disclaimed audit opinion for previous FY	Obtain from auditors, the audit reports for previous FY as evidence.
<b>MAC-5 Environment and Social Management</b>	<i>5.1 MC has designated Environmental and Social Management focal persons</i>	Obtain from Chief Officer, evidence that requisite staff has been designated
	<i>5.2. MC has developed an environment and social management system with gender considerations, including procedures for preparation, approval, and supervision of investments.</i>	Obtain from Municipal Officer (Planning), a copy of MC's Environment and Social Management Framework
	<i>5.3 MC has developed acceptable capacity to prepare, approve and supervise management instruments</i>	Obtain from Chief Officer, evidence that MCs have developed adequate capacity to apply Environment and Social Management Framework through a training module fully explained in a workshop.
<b>MAC-6 Transparency and Accountability</b>	<i>6.1 MC has an operational Website</i>	Obtain from Chief Officer website address and confirm that the site is operational.
	<i>6.2 MC has functional Complaint Tracking System</i>	Obtain from Chief Officer evidence (summary reports of complaints received and resolved) that CTS is operational.
	<i>6.3 MC has functional Performance Management System (PMS)</i>	Obtain from Chief Officer evidence (requisite reports) that PMS is operational.
<b>MAC-7 Operation Specific</b>	<i>7.1 MC Chairman has signed Operation Participation Agreement</i>	Obtain from MC Chairman, a copy of signed Operation Participation Agreement.

## DLI-2: Performance Measures (PMs) Scoring Criteria

Performance Area	Performance Measure	Performance Indicator	Means of Verification
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<sup>3</sup>Including Computerized Financial Management System, Performance Management System, Complaint Tracking System, and MC Websites.

<sup>4</sup>Program Operations Manual

<sup>5</sup>The external audit of the MCs will be outsourced to a well-reputed private audit firm for the first year.

Performance Area	Performance Measure	Performance Indicator	Means of Verification
<b>1. Investment Planning and Budgeting (maximum 24 points)</b>	1.1 O&M budgeting and planning done for major infrastructure services (maximum 3 points)	MC has developed O&M plans based on O&M Manuals, and allocated requisite budget allocations for Water Supply, Sewerage, and Solid Waste Management for the current FY: <i>1 point</i>	Obtain from Municipal Officer (Infrastructure) a copy of ADP, and from Municipal Officer (Finance) a copy of annual budget, and confirm adherence to O&M Manuals.
		MC has spent above 80% of the budgeted O&M expenditures for infrastructure and services in the previous FY: <i>2 points</i>	Obtain from the Municipal Officer (Finance), evidence that over 80% of allocated O&M budget has been spent through cash book and vouchers for previous FY.
	1.2 Infrastructure maps used as a planning tool (maximum 3 points)	Infrastructure Maps have informed the selection of eligible priority investments: <i>3 points</i>	Obtain from Municipal Officer (Infrastructure) evidence that PBGs have been spent on priority investments based on Infrastructure Maps.
	1.3 Expenditure control of fuel and energy (maximum 10 points)	Energy and fuel audit of electric/mechanical assets completed/updated: <i>10 points</i>	Obtain from the Municipal Officer (Infrastructure), energy and fuel audit reports and verify completion/ update for previous FY.
	1.4 Asset inventory prepared and updated (maximum 3 points)	Asset inventory prepared/updated indicating: a) age; b) condition; and c) book value of assets: <i>3 points</i>	Obtain from the Municipal Officer (Infrastructure) a copy of asset inventory and confirm information is updated up to previous FY.
	1.5 Three-year rolling IDAMP prepared and updated (maximum 5 points)	Consultations have been held with all stakeholder groups, ensuring adequate representation of women: <i>2 points</i>	Obtain from the Municipal Officer (Planning) evidence of consultations held, and extent of women representation.
		Three years, rolling IDAMPs prepared/updated per approved IDAMP guidelines <sup>6</sup> : <i>1 point</i>	Obtain from the Chief Officer a copy of the IDAMP and confirm that it conforms to IDAMP guidelines
		IDAMPs operationalized and are a basis of all capital and O&M expenditures: <i>2 points</i>	Obtain from the Chief Officer evidence that capital and O&M expenditures during the current FY are based on approved and updated IDAMP.
<b>2. Own Source Revenues (maximum 18 points)</b>	2.1 Revenue Enhancement Plan prepared (maximum 3 points)	MC OSR enhancement plan has been prepared and includes: <ul style="list-style-type: none"> <li>• Analysis of previous year's revenue performance with detailed analyses of potential of each main source of revenue: <i>2 points</i></li> <li>• Strategies for revenue enhancement: <i>1 point</i></li> </ul>	Obtain from Municipal Officer (Finance) a copy of the Revenue Enhancement Plan, and verify that it includes: a) analysis of previous FY's revenue performance; and b) revenue enhancement strategies for previous FY.
	2.2 Own Source Revenues increased (maximum 15 points)	MC has achieved a nominal percentage increase in total municipal own source revenues in previous FY: <ul style="list-style-type: none"> <li>• If increase 3-5 percent: score 5 points;</li> <li>• If increase 6-8 percent: score 10 points;</li> <li>• If increase 9 or above</li> </ul>	Obtain from Municipal Officer (Finance) the annual financial accounts for the previous two FYs to calculate and confirm percentage increase on OSR collection.

<sup>6</sup> By P&D Department under the Punjab Cities Governance Improvement Project.



Performance Area	Performance Measure	Performance Indicator	Means of Verification
		percent: score 15 points	
<b>3.Procurement (maximum 08 points)</b>	3.1 Adherence to PPRA rules (maximum 08 points)	<ul style="list-style-type: none"> <li>MC has prepared Procurement Plan for previous FY: <i>2 points</i></li> <li>Records pertaining to procurements include the following information:               <ul style="list-style-type: none"> <li>a) Adequate relevant auditable records on procurement process: <i>1 point</i>;</li> <li>b) Bidding documents drawn up in accordance with PPRA rule 25 and 38: <i>1 point</i>;</li> <li>c) Procurement Grievance Redressal Committee formed: <i>1 point</i>;</li> <li>d) Tender advertised on appropriate medium: <i>1 point</i>;</li> <li>e) Tenders evaluated per criteria in bidding documents and recommendation to award made accordingly: <i>1 point</i>;</li> <li>f) Public disclosure of contract award: <i>1 point</i>;</li> </ul> </li> </ul>	<p>Obtain from the Municipal Officer (Infrastructure) the Procurement Plan, and ensure that it includes all major procurements of previous FY.</p> <p>Obtain from Chief Officer, the procurement records of a sample of 3 procurements from previous FY to confirm adherence to PPRA rules.</p>
<b>4. Financial Management and Audit (maximum 12 points)</b>	4.1 Functionality of the CFMS(maximum 12 points)	<p>CFMS generated reports for previous FY include the following (if reports NOT generated 0 points):</p> <ul style="list-style-type: none"> <li>Cash Book: <i>2 points</i></li> <li>Classified Abstract: <i>1 point</i></li> <li>Contingency Check Register: <i>1 point</i></li> <li>Establishment Check Register: <i>1 Point</i></li> <li>Water Consumer Demand &amp; Collection Record: <i>1 point</i></li> <li>Shop Demand &amp; Collection Register: <i>2 points</i></li> <li>Bank Reconciliation: <i>3 points</i></li> <li>Water &amp; Shops Arrears List: <i>1 point</i></li> </ul>	Obtain from the Municipal Officer (Finance), CFMS generated reports from previous FY as confirmation.
<b>5.Environment and Social Safeguards (maximum 10 points)</b>	5.1 Annual targets set for incremental application of environmental and social screening including gender considerations, assessment, and mitigation processes on all infrastructure investments(maximum	<p>MC has undertaken incremental application of environment and social screening (including gender considerations), assessment, and mitigation processes for:</p> <ul style="list-style-type: none"> <li>rehabilitation, repairs, and O&amp;M of assets: <i>1 point</i></li> <li>implementation of the new infrastructure sub-projects (year 2 onwards): <i>1 point</i></li> </ul>	Obtain from Municipal Officer (Planning), evidence of meeting annual targets for: a) environmental and social screening (including gender considerations) of rehabilitation and repair of existing assets; and b) annual targets for environmental and social screening, assessment, and mitigation of new capital investments from Year-2 onwards.

Performance Area	Performance Measure	Performance Indicator	Means of Verification
	2 points)		
	5.2 Eligible investments screened for potential environmental and social safeguard impacts (maximum 3 points)	All capital investments in the previous FY are screened for potential environment and social impacts per ESSA <sup>7</sup> :3 <i>points</i>	Obtain from Municipal Officer (Infrastructure) and Municipal Officer (Planning), evidence that capital investments have been screened per ESSA requirements.
	5.3 Environmental and Social Assessments, Resettlement Action Plans and other management plans for social and environmental impacts prepared and implemented (maximum 5 points)	E&S management plans for all capital investments in the previous FY were prepared and implemented per ESSA:5 <i>points</i>	Obtain from Municipal Officer (Infrastructure) and Municipal Officer (Planning), evidence that E&S management plans for all capital investments in the previous FY were prepared and implemented per ESSA.
<b>6.Accountability and Transparency</b>  (maximum 08 points)	6.1 Information available to citizens on MC's website (maximum 4 points)	MC has published the following information on its website: Summary of annual budgets, approved sub-projects, expenditures (per Punjab Local Government Act 2013 Section 107 (10)): 1 <i>point</i>	Verify from MC website that information is available for annual budgets, sub-projects (investments), and expenditures in relation to ADP budget categories.
		MC has disseminated and updated on its website, information from CTS and PMS (quarterly updates): 2 <i>points</i>	Verify from MC website that relevant information is available for CTS and PMS.
		MC has disseminated results of procurement Grievances Redress Mechanism decisions in Municipal Committee: 1 <i>point</i>	Obtain evidence from Chief Officer of number of procurement complaints raised and addressed relevant to their mandate for previous FY, and verify from MC Website.
	6.2 CTS transformed into Grievance Redress Management system for MC (maximum 2 points)	MC has undertaken and operationalized system upgrades including feedback to complainants through SMS: 2 <i>points</i>	Obtain from Chief Officer evidence of implementation of system upgrade, including capability of CTS to acknowledge complaint receipt and report complaint resolution to complainant.
	6.3 MC responds to citizens' requests per Right-to-Information Act (maximum 2 points)	MC has put in place a system to respond to citizen requests for access to information: 2 <i>points</i>	Obtain from Chief Officer evidence that MC has responded to requests for access to information for previous FY.
<b>7. Achievement of Urban Infrastructure Targets</b>  (Maximum 20 points)	7.1 Urban infrastructure targets achieved(maximum 20 points)	MC is using PBGs for eligible municipal infrastructure and service investments, whereby: a) Sub-projects are implemented as per Workplan: 4 <i>points</i> b) Sub-projects are implemented per technical design: 3 <i>points</i> c) Infrastructure contracts include gender responsive working conditions for	Obtain from Chief Officer evidence on work plan; technical design documents; investment contracts awarded; supervision contract (where applicable); payment certificates, estimated, contract, and completion costs, and financial reports capturing receipts and expenditure on PBGs.

<sup>7</sup>Environment and Social Systems Assessment

Performance Area	Performance Measure	Performance Indicator	Means of Verification
		<p>workers: 3 points</p> <p>d) Adequate construction supervision is undertaken: 3 points</p> <p>e) All payments are made per certificates (interim and/or completion): 4 points</p> <p>f) Deviations are minimal between estimated, contract, and completion costs (variation under 10%): 3 points</p>	

The annual targeted score for Performance Measures is given in the table below

**Table 1: Targeted Compliance Level in the Program**

DLIs	Y-1	Y-2	Y-3	Y-4	Y-5
DLI-1	100%	100%	100%	100%	100%
DLI-2		40 points out of 100	50 points out of 100	60 points out of 100	70 points out of 100

- The performance system will ensure that every point counts (i.e. continuous improvement instead of a static benchmark e.g. passing 70 % etc.) The best practice with PBGs is to allocate across MCs based on their relevant weighted performance scores to ensure strong incentives for all and for every performance improvement.
  - The PBG for the individual MC will be worked out on the basis of present PFC award proportion combined with the Performance Measures Score.
  - The PBG allocations will be calculated separately for DLI-1 and DLI-2 as under;
    - For the MCs complying to DLI-1 the allocations will be calculated as mentioned for the first year e.g. in the proportion of the prevailing PFC award.
    - For DLI-2, the score obtained in the PMs will be considered as the basis. The total actual disbursement to be made in a particular year will be worked out in proportion of the total of score earned by all MCs qualifying all the MACs with respect to the targeted score of all MCs in that particular year.
    - The amount of disbursement so calculated will be divided amongst the qualifying MCs in proportion to the score earned by individual MC.
    - The formulae for working out the allocations to each MC may be adhered to for this purpose.
    - The allocations calculated for DLI-1 & DLI-2 will then be added to obtain the total allocation for each MC for that year.
  - The disbursement table for calculations of the PBG allocations for each MC has been provided at the end of these TORs for guidance of the Consultants.
4. On the basis of fieldwork data and adequate documentary evidence submitted by MCs, establish a final listing of all MCs that have or have not complied with MACs.

5. On the basis of the compliance/noncompliance to the PMs, calculate the amount of PBGs for the MCs who have complied with all the MACs.
6. Submit the results of the assessment for:
  - Compliance or noncompliance of the MACs.
  - Score of the PMs earned by each MC complying with MACs.
  - Total actual disbursement to be made by the Bank in a particular year under DLI-I& DLI-II separately
  - Amount of PBGs allocations to each MC under “*Allocation of PBGs to the individual Municipal Committees*” in both cases.
7. The APA firm will ensure the intime submission of above-mentioned results to Program Steering Committee (PSC) and World Bank.
8. The PSC may get the results verified and authenticated through its Executive Committee for Program Steering Committee, and if some shortcomings or anomalies are witnessed, PSC may return the results to APA Consultant for re-verification, rectification, and removal of the shortcomings or omissions. APA will do the needful and submit the results back to PSC.
9. Similarly, the World Bank will conduct the verification and Quality Assurance of the results in March that year. If some small discrepancies are noted, the Bank may get the results checked or verified through its own team members. But if the nature of discrepancies and shortcomings is such that the Bank is not satisfied with these results then the Bank may appoint some other party or firm for verification. The Bank may return the results to the APA Consultant for rectification or re-verification.

The APA Consultant will be bound to get these results re-verified as per directions of PSC or WB.

#### **4. Management of the Assignment**

The consultants shall report to the LG&CDD and will be expected to work closely with PCP Team in ensuring timely and accurate delivery of the objectives and outputs of the assignment.

##### **a. Annual Performance Assessment Cycle**

The APA cycle is designed to synchronize with the government budgeting cycle, which will facilitate due allocations to be reflected in provincial and LG budgets in June, and informed investment planning and budgeting, by MCs for the subsequent financial year. The APA firm engaged by the LG & CD Department will conduct field assessment from March 2023 for Two Months and Fifteen Days and communicate the APA Results simultaneously to the Program Steering Committee and the Bank by last month of the assignment.

***The Annual Performance Cycle will be spanned out for Two Months and Fifteen Days.***

***The APA cycle will be spanned out as described above.***

The Steering Committee will undertake its due diligence and communicate verified APA Reports to the Bank immediate after completion of the assignment. The Bank will in turn independently verify these results and communicate the final disbursement amounts of each Program MC for the subsequent year to counterpart entities (Steering Committee, Finance Department, LG&CDD, and concerned MCs).

The Bank will retain a right to make the final decision whether a DLI has been achieved or not. Moreover, the Bank may undertake regular independent quality assurance checks of the APAs to ensure continued robustness of the system.

## 5. **Core Team of the Consultant** **Sector Specific Staffing**

The firm of consultants will have the following staffing profile:

**Table 3: Human Resource Requirement - Annual Performance Assessment (APA)**

Sr. #	Designation	Numbers	Person Months
<b>Key Experts</b>			
<b>1</b>	Team Leader	01	2.5
<b>2</b>	Infrastructure Specialist	01	2.5
<b>3</b>	Environment & Social Safeguard Specialist	01	2.5
<b>4</b>	Finance & Account Specialist	01	2.5
<b>5</b>	Institutional Strengthening Specialist	01	2.5
<b>6</b>	Procurement & Contract Specialist	01	2.5
<b>Non-Key Experts</b>			
<b>6</b>	Assistant Team Members	05	12.5

### A. **Team Leader (01 NO)**

**Qualification:** Bachelors (04 Years) / Masters or higher degree (MSc in Engineering/MS/M.Phil) in Engineering/ Public/ Business Administration/ Public Finance/ Economics/ or a related field from HEC recognized Institutes

**Experience:** Minimum 15 years' of post qualification experience in working on public sector service delivery, with demonstrated experience in working with local governments. Proven familiarity with PLGA-2019 would be a major asset. The person will have a demonstrated track record of providing consultant deliverables on a timely basis.

### B. **Team members (05 NOs.)**

#### I. **Team member – 1 (Infrastructure Specialist)**

**Qualification:** Bachelors (04 Years) / Masters or higher degree (MSc/MS/M.Phil ) in Civil Engineering from HEC recognized Institutes

**Experience:** Minimum 10 years' of post qualification experience with demonstrated major experience in working with local governments. Work experience related to planning, designing & supervising infrastructure development projects or maintenance of municipal services infrastructure. Proven familiarity with PLGA, working experience with public sector entities & donor agencies and work rules will be an added advantage.

Demonstrated track record of providing consultant deliverables on a timely basis.

## **Team member – 2 (Environment& Social Safeguard Specialist)**

**Qualification:** Bachelors (04 Years) / Masters or higher degree (MSc in Engineering/MS/M.Phil) in Environmental Engineering / Sciences from HEC recognized Institutes

**Experience:** Minimum 10 years' of post qualification experience of professional and technical experience with increasing level of responsibility in environmental analysis & social safeguards assessments. Must have demonstrated experience in developing IEEs, EIAs and EMMPs required under public sector environmental regulations. The candidate should also have demonstrative experience to tackle the social issues arises time to time and their management. Proven familiarity with PLGA, Punjab Environmental Act 2012 and The World Bank Environmental and Social Safeguards would be a major asset. Working experience with public sector entities & donor agencies and Local Government Systems will be an added advantage.

Demonstrated track record of providing consultant deliverables on a timely basis.

## **II. Team member – 3 (Finance & Accounts Specialist)**

**Qualification:** Bachelors (04 Years) / Masters or higher degree (MS/M.Phil) in Finance/ Commerce/Banking or Business Studies from HEC recognized Institutes

**Experience:** Minimum 10 years' of post qualification experience in Municipal financial management, accounting budgeting & planning. Proven familiarity with PLGA and working with Local Governments and on donor funded projects would be a major asset.

Demonstrated track record of providing consultant deliverables on a timely basis.

## **III. Team member – 4 (Institutional Strengthening Specialist)**

**Qualification:** Bachelors (04 Years) / Masters or higher degree (MS/M.Phil) in Economics/ Business Economics/ Business/ Public Administration from a HEC recognized Institute.

**Experience:** Minimum 10 years' of post qualification experience in public/ private sector institutions. Technical experience in design and delivery of capacity building initiatives to public/ private sector institutions. Work experience of development & planning processes and have analytical skills to evaluate and assess the organizational performance management. Proven familiarity with PLGA, working experience with public sector entities & donor agencies will be an added advantage.

Demonstrated track record of providing consultant deliverables on a timely basis.

## **IV. Team member – 5 (Procurement & Contract Specialist)**

**Qualification:** Bachelors (04 Years) / Masters or higher degree (MS/M.Phil) in Economics/ Business Economics/ Business/ Public Administration/Engineering from a HEC recognized Institute.

**Experience:** Minimum 10 years' of post-qualification experience in public/ private sector institutions. Experience in procurement and contract management of goods, Services, and

Works in public/private sectors or with donor funded projects.

Demonstrated track record of providing consultant deliverables on a timely basis.

**C. Assistant Team Member – (05 NOs.)**

**Qualification:** Bachelors (04 Years) / Masters or higher degree (MSc in Engineering/MS/M.Phil) (as detailed below)

**Experience:** Minimum 5 years' of post qualification experience in relevant discipline

**Table 4: Detail of Assistant Team Members**

Sr.#	Designation	Nos.	Qualification	Required Experience
1	Assistant Team Member (Infrastructure)	02	Bachelors (04 Years) / Masters or higher degree (MSc/MS/M.phil in Civil Engineering from HEC recognized Institutes	Minimum 5 years' of post qualification experience in relevant discipline.
2	Assistant Team Member (Environment& Social Management)	01	Bachelors (04 Years) / Masters or higher degree (MSc in Engineering/MS/M.Phil) in Environmental Engineering / Sciences from HEC recognized Institutes	
3	Assistant Team Member (Finance & Accounts)	01	Bachelors (04 Years) / Masters or higher degree (MS/M.Phil) in Finance/ Commerce / Banking or Business Studies from HEC recognized Institutes	
4	Assistant Team Member (Institutional Strengthening)	01	Bachelors (04 Years) / Masters or higher degree (MS/M.Phil or) in Economics/ Business Economics/ Business/ Public Administration from a HEC recognized Institute	

**6. Hiring Process**

The hiring shall be made in line with World Bank Procurement Regulations through open competitive bidding based on **Least Cost Selection (LCS) Method**.

**This APA firm will be hired to assess the MAC/PMS of 16 MCs for the i.e. (FY 2022-23).**

**7. Type of Contract:**

The contract will be on a **Lump-sum basis**.

**8. Gestation Period**

(i) Assignment is likely to be completed within Two Months and Fifteen Days (March onward) including field assessment and reporting after the award of contract.

(ii) The consultant shall furnish Final Assessment Report (APA) Report for each MC within stipulated time period as mentioned in the agreement.



## 9. Deliverables/Reports with timelines

Sr #	Deliverable	Timeline	Hard Copy	Soft Copy
1	Inception Report/Work Plan, outlining the consultants' understanding of the assignment and proposed approach to meeting MACs and PMs requirements	By 1 <sup>st</sup> Week	Yes	Yes
2	<b>First draft Preliminary</b> - APA reports and draft Preliminary Synthesis Report to LG&CDD as well as to the World Bank.	By 4 <sup>th</sup> Week	Yes	Yes
3	<b>Second draft Preliminary</b> - APA reports and draft Preliminary Synthesis Report and share with LG&CDD and World Bank.	By 6 <sup>th</sup> Week	Yes	Yes
4	Review by LG&CDD and Bank with APA team. <b>Third draft report</b> - reconcile comments received into the <b>report</b> .	By 8 <sup>th</sup> Week	Yes	Yes
5	<b>Final assessment draft APA report</b> for each MC and the Final Draft Synthesis Report on changes made by APA team, submitted to Program Steering Committee and the World Bank and make presentation. A final assessment report will include but not limited to: <ul style="list-style-type: none"> <li>• Detailing compliance (or non-compliance) based on fieldwork data and documentary evidence submitted by MCs;</li> <li>• Indicating “Actual Disbursement by WB to GoPunjab” under each of the DLI.</li> <li>• Indicating PBGs allocations for DLI-1 and DLI-2, based on MC compliance along with all back-up calculations for working out the PBGs for both DLIs.</li> </ul>	By 10 <sup>th</sup> Week	Yes	Yes