

# Terms of reference (ToRs) for the procurement of services above the EU threshold

<b>Project title:</b>	<b>Processing number/cost centre:</b>
Participatory Local Governance (PLG) Programme	<b>21.2122.6-001.00</b>
<b>Country:</b>	<b>Transaction number:</b>
Pakistan	<b>81292283</b>
<b>Subject of the tender procedure:</b>	
Support to Local Revenue Generation and Digital Financial Management in Khyber Pakhtunkhwa and Punjab	

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**0. List of abbreviations**

BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung
DC	Development Cooperation
EAD	Economics Affairs Department
ETNCD	Excise, Taxation and Narcotics Control Department
FRIMS	Financial Records & Information Management System
GSTS	General Sales Tax on Services
HDI	Human Development Index
KOMP	Cost-output monitoring and forecast
KP(K)	Khyber Pakhtunkhwa
KPITB	Khyber Pakhtunkhwa Information Technology Board
LG	Local Government
LG & CDD	Local Government and Community Development Department (Punjab)
LGE & RDD	Local Government, Elections & Rural Development Department (KP)
M&E	Monitoring & Evaluation
MoF	Federal Ministry of Finance, Revenue and Economic Affairs Pakistan
PLG	Participatory Local Governance (PLG) Programme
SDGs	Sustainable Development Goals
SOP	Standard Operating Procedure
TBD	To be determined
TMA	Tehsil Municipal Administration
ToRs	Terms of reference

## **1. Context**

### **1.1 Initial Situation regarding the GIZ Project Intervention Area Participatory Local Governance in Khyber Pakhtunkhwa and Punjab**

Pakistan seeks to become an upper-middle income country by 2030, enabled through the completion of all Sustainable Development Goals for its more than 110 million citizens. In this framework, the GIZ project “Participatory Local Governance” (07/2022 to 12/2025) works to support achieving these goals by strengthening participatory local governance in two provinces, Khyber Pakhtunkhwa (KP) and Punjab.

The Pakistani government is committed to decentralization and the implementation of the 2030 Agenda. The implementation of the decentralization policy since 2013 has paved the way for the improvement of public services at the local level. Recent legislative changes (Local Government Act 2019) have given more functions and responsibilities to local governments. Under the Tribal Decade Strategy (2020-2030), measures are being taken to advance the integration of the former tribal areas into the province of KP and to make up for development deficits. KP's Sustainable Development Strategy (2019-2023) emphasizes citizen-centred policies, openness and transparency in governance, and the importance of democratic decentralization, while Punjab's Growth Strategy (2023) emphasizes the role of the local level in public services. Pakistan's current five-year plan (2018-2023) is aligned with the 2030 Agenda. Pakistan's federal parliament recognized the SDGs as its own national development goals in a resolution passed in 2016 and integrated them into the long-term development framework named Vision 2025 (2014-2025). The 2018 National SDG Framework is the core implementation plan. The project's objectives of improving local service delivery, strengthening local self-reliance and involving citizens, especially women and youth, in local decision-making processes contribute to the implementation of the National 2030 Agenda.

According to the Human Development Index (HDI), living conditions in KP and Punjab tend to be challenging, with Punjab scoring somewhat higher (medium) than KP (low) on the HDI (2019). For KP, the recent integration of the former tribal areas on the border with Afghanistan represents both a political success and a massive challenge. In May 2018, Pakistan's National Assembly approved the complete political and administrative integration of these former tribal areas into the province of KP, adding approximately 5,000,000 people to its existing 30,500,000 inhabitants (2017). The former tribal areas were previously excluded from local administrative legislation and maintained their own traditional local governance system. At the same time, significant challenges to the provincial administration's ability to implement state and local institution building and to provide social and other services exist. The project responds to differences between the two provinces, but also within the province of KP, with regionally differentiated approaches and formats for mutual exchange within and between the two provinces. Despite being on top of the country's agenda, decentralization reforms in Pakistan lack political will. The holding of local elections has been severely delayed, partly due to the COVID-19 pandemic. While there are no elected representatives in Punjab so far, the local elections in KP were held only in early 2022. However, the elected representatives in KP lack regulatory frameworks to exercise their roles/functions. Fundamental deficiencies in Pakistan's public administration (such as lack of performance orientation, inadequate implementation of laws, outdated systems of human resource management, lack of transparency and accountability, risk of misappropriation of public funds) contribute to the shortcomings of local service delivery.

## **1.2 Overall Objectives of the GIZ Project**

The project aims at improving service delivery capacities of local authorities in Khyber Pakhtunkhwa and Punjab so that they meet local needs and priorities (**module objective**). This will be achieved through the following three outputs:

**Output 1** aims to improve the capacities of state and elected representatives for the delivery of local services, taking into account the needs of vulnerable groups. The impact hypothesis is that better trained representatives of local government units will use their acquired knowledge of needs and priorities of local communities and especially of vulnerable groups to increase the quality of service delivery (module objective). This assumes that local government representatives show willingness to work together to improve local service delivery and that delays in local elections do not lead to significant difficulties in building local governance structures.

**Output 2** aims to improve the human resource capacity of KP province and local governments for local revenue generation and digital financial management. The impact hypothesis is that the improved human resource capacity, which includes the use of a digital financial data information management systems, will lead to an increase in local government revenues in the medium term. The increased financial leeway will be used by local governments to improve and expand local service delivery, thereby benefiting vulnerable groups (module objective). The assumption is that Pakistan's macroeconomic situation will remain stable, allowing for an increase in public revenues.

**Output 3** aims to ensure that local authorities take into account the needs and priorities of citizens for service delivery through the use of participatory, digital and SDG-oriented decision-making processes. The impact hypothesis is that the participation of citizens and members of vulnerable groups in government service delivery will improve the service delivery capacities of local authorities and the quality of services (module objective). This assumes that collaboration between government and civil society actors (which include women, youth, and other vulnerable groups) is still desired and takes place.

These advisory services are primarily aimed at the professional and managerial staff in Khyber Pakhtunkhwa and Punjab provinces. In a wider view, the services are also aimed at the total population of the two provinces, including population groups particularly affected by poverty and discrimination (women, young people, minorities).

The result framework is in the Annex A.

## **1.3 The Intervention Area and Specific Objectives Pertinent to this Contract**

The services to be tendered out concern the intervention area of strengthening local public revenue generation and administration as one key ingredient of improving local governance.

Generally speaking, Pakistan has a low tax-to-GDP ratio - in the fiscal year 2019/20, the ratio of taxes to GDP was 11.4% (OECD average: 34.3%). While there is political consensus on increasing local revenues, in the absence of historical experience linking local revenue increases to improved public services, the low level of confidence in the performance of public institutions among broad segments of the population means that necessary steps to increase

government revenues are met with resistance. There is untapped potential for revenue generation at the local and provincial levels and a political commitment to digitizing administration and services. However, the widespread use of digital tools is still in its infancy. Digitization of the revenue collection system exists, but it is incomplete and shows significant differences between types of revenue and between provinces. The insufficient use of digital solutions and opportunities to increase local own revenues exacerbate the deficits in local service delivery. Ongoing programmes by international financial institutions are supporting federal and provincial governments to implement budget management and tax system reforms, creating scope for strengthening local own-source revenues and improving local budget processes.

**Results achieved thus far:** In the intervention area of strengthening local public revenue generation and administration (Output 2), GIZ provided technical support for the development of two reform proposals on property tax administration on provincial level in Punjab and KP (among others on property valuation, internal functions and cross-departmental coordination). On *Tehsil* level, further proposals on reforming own source revenue generation and administration as well as a training manual for own source revenues have been developed. The collection and administration of revenue by local governments has been improved in 19 tehsil local governments in KP through the introduction of a *Financial Records & Information Management System* (FRIMS). GIZ also supported the development of two reform proposals for harmonisation of the General Sales Tax on Services (GSTS) across provinces.

**Partner structure:** For Output 2, the relevant partners and stakeholders are the provincial Local Governance Departments in KP and Punjab (KP Local Government, Election and Rural Development Department; Punjab Local Government and Community Development Department); their subordinate authorities KP Local Council Board and Punjab Local Government Board respectively; the Provincial Excise, Taxation and Narcotics Control Departments (ETNCD) in KP and Punjab; municipalities/TMAs (Tehsil Municipal Administrations) in KP; and the Provincial IT Boards as far as state IT infrastructure is concerned. The policy executing agency and implementing partner of the module is the Economic Affairs Division (EAD) of the Federal Ministry of Finance, Revenue and Economic Affairs (MoF). The overall capacity and resources of partner organizations are weak.

## **2. Tasks to be Performed by the Contractor**

The contractor<sup>1</sup> contributes to implementing the specific Output 2 of the project and achieving the following indicators between tentatively mid-2023 and December 2025:

**Output 2** The capacities of local governments for the improvement of local revenues and digital financial management are improved.

### **Module objective indicator 2:**

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<sup>1</sup> Candidates/tenderers and contractors that deliver services above the EU threshold are consulting companies.

175 revenue officers, 16 of whom were women, at the local level in KP and in the excise and taxation departments in KP and Punjab, each gave an example of how the collection or management of their own revenue has improved.

**Output indicator 2.1:** 40% of 825 professional administrators from 33 tehsil local governments in KP, including 6% women, were successfully trained in the use of a digital financial information management system to manage their expenditure and income.

**Output indicator 2.2:** 70% of the 500 participants in tax-related twinning activities in KP, including 50 women, rated the twinning activities as useful or useful or very useful for their work.

For the achieving of the output, PLG intends to hire a contractor to provide technical advisory support to the partners in coordination with the programme and as outlined in the following work packages.

## **2.1 Work packages**

All work packages contribute to the above-mentioned outputs, addressing revenue mobilization for local governance as well as digitalization of the local administration in the provinces of Khyber Pakhtunkhwa and Punjab. The work packages shall be carried out in close coordination with the project.

### **Work Package 1: Expert Advice regarding Revenue Mobilisation for Local Governance**

The work package comprises of expert advice in the area of revenue and good financial governance geared to support the local administration and its reforms in Khyber Pakhtunkhwa and Punjab. A current focus of the advisory services is own source revenue on tehsil level (sub-district) and property taxation on provincial level.

For the implementation of the work package the contractor shall provide a flexible pool of experts (predominantly from expert pools 3 and 4, combined with other experts as necessary). While deliverables are yet to be defined, the contractor is required to a) identify and develop specific assignments together with partners and in coordination with the project based on an inception phase and needs assessments as well as ongoing reviews in the course of the project, and b) to offer suitable individual experts or teams with combined competences for its implementation. The allocated expert days (section 5.1) indicate the scope of the work package.

The direct beneficiaries of the services include the provincial Local Government Departments in KP and Punjab, the provincial Excise and Taxation Departments in KP and Punjab as well as TMAs (Tehsil Municipal Administration) in selected municipalities in KP.

Possible assignments within this work package are:

- Assessments on own source revenue potentials on local level in KP and connecting its collection and administration to digital solutions;

- Capacity development measures of tax officers in revenue collection and management including the use of digital tools to improve revenue collection on tehsil level;
- Analysis and technical advice for property tax reform and administration, based on previous reform measures of the excise and taxation department;
- Development and implementation of strategies to enhance individual and organizational capacities of the provincial Excise, Taxation and Narcotics Departments (ETNCs) of KP and Punjab through e.g. technical training, pilot measures for promotion of female officers, development of e-learning, development of HR strategies;
- Analyses of the status quo regarding the representation of women in property registries and property taxation and the potentials and hurdles for improving gender equality and strengthening the role of women;
- Taxpayer outreach, transparency and awareness initiatives with regard to local revenue and property taxation, including through the use of digital tools;
- Conceptualise and implement an international exchange programme on specific tax-related areas of interest to support ongoing local reform efforts.

In addition, experts may contribute to interventions of other outputs of the project as needed and based on mutual agreements, in order to support synergies and innovation.

<b>Milestones for work package 1</b>	<b>Delivery date</b>
Kick-off workshop	14 days after commencement of contract
Inception report including results of partner meetings, needs assessment and operational plan	3 months after commencement of contract
Implementation of the first work assignments	5 months after commencement of contract
Review of assignment and operational plan	8 months after commencement of contract
International Exchange Programme on tax-related areas of interest for local reforms	Estimated around 12-14 months after commencement of contract
Review of assignment and operational plan	20 months after commencement of contract
Completion of final assignments with relevant stakeholders	2 months before closing of contract

## **Work Package 2: Expert Advice regarding Digitalisation of Local Administration**

The work package comprises expert advice regarding the digitalisation of local administration in order to support the digital transformation reform processes with a focus on Khyber Pakhtunkhwa. A current emphasis of the advisory services is the digitalisation of internal processes (e. g. *Financial Records Information Management System*).

For the implementation of the work package the contractor shall provide a flexible pool of experts (predominantly from expert pool 6, combined with other experts as necessary). While deliverables are yet to be defined, the contractor is required to a) identify and develop specific assignments together with partners and in coordination with the project based on an inception phase and needs assessments as well as ongoing reviews in the course of the project, and b) to offer suitable individual experts or teams with combined competences for its implementation. The allocated expert days (section 5.1) indicate the scope of the work package.

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The direct beneficiaries of the services include the Local Government Department in KP on provincial level as well as TMAs (Tehsil Municipal Administration) in selected municipalities of KP. Furthermore, selected government agencies working on digital transformation reforms, such as the KP IT Board (KPITB) or other relevant authorities, will be included in the process.

Possible assignments within this work package are:

- Support of reform efforts on digital financial management in Khyber Pakhtunkhwa;
- Strategic consulting regarding the digitalisation of local governance reform potentials in Khyber Pakhtunkhwa;
- Assess the utilization of digital solutions for the improvement of local revenue generation, collection and administration in KP TMAs;
- Based on these analyses, concrete proposals for improvement and support to their implementation (including, as needed, training measures, policy proposals, software or hardware solution assessment and/or software development);
- Capacity needs assessments for local or provincial government units with regard to digitalization and development of corresponding strategies for digitalization, as well as capacity building measures to increase digital literacy of the administration and citizens;
- Plan and pilot reform ideas to address gender inclusive digital transformation;
- Conceptualise and implement an international exchange programme on specific learning areas to support ongoing reform efforts on digitalization.

In addition, experts may contribute to interventions of other outputs of the project as needed and based on mutual agreements, in order to support synergies and innovation.

<b>Milestones for work package 2</b>	<b>Delivery date</b>
Kick-off workshop	14 days after commencement of contract
Inception report including results of partner meetings, needs assessment and operational plan	3 months after commencement of contract
Implementation of the first work assignments	5 months after commencement of contract
Review of assignment and operational plan	8 months after commencement of contract
International Exchange Programme on areas of interest for local digitalization reforms	Estimated around 12-14 months after commencement of contract
Review of assignment and operational plan	20 months after commencement of contract
Completion of final assignments with relevant stakeholders	2 months before closing of contract

For the implementation of work package 2 the contractor shall consider the Digital Development Principals:

- **Design with the User:** User-centred design starts with getting to know the people you are designing for through conversation, observation and co-creation.
- **Understand the Existing Ecosystem:** Well-designed initiatives and digital tools consider the particular structures and needs that exist in each country, region and community.



- **Design for Scale:** Achieving scale requires adoption beyond an initiatives pilot population and often necessitates securing funding or partners that take the initiative to new communities or regions.
- **Build for Sustainability:** Building sustainable programmes, platforms and digital tools is essential to maintain user and stakeholder support, as well as to maximize long-term impact.
- **Be Data Driven:** When an initiative is data driven, quality information is available to the right people when they need it, and they are using those data to take action.
- **Use Open Standards, Open Data, Open Source, and Open Innovation:** An open approach to digital development can help to increase collaboration in the digital development community and avoid duplicating work that has already been done.
- **Reuse and Improve:** Reusing and improving is about taking the work of the global development community further than any organization or programme can do alone.
- **Address Privacy & Security:** Addressing privacy and security in digital development involves careful consideration of which data are collected and how data are acquired, used, stored and shared.
- **Be Collaborative:** Being collaborative means sharing information, insights, strategies and resources across projects, organizations and sectors, leading to increased efficiency and impact.

Further information can be found here: <https://digitalprinciples.org/principles/>.

### **3. Technical-methodological concept**

In the conceptual design of the tender (technical-methodological approach, project management, if necessary other requirements), the tenderer is required to take specific objectives and requirements into consideration and describe them, as explained below.

In the tender, the tenderer is required to show *how* the specified targets and results are to be achieved with the work packages in the tender (see section 2). For this purpose, the tenderer should consider the following three factors: strategy, cooperation, steering structure; processes, (sections 3.1 to 3.3). In addition, the tenderer must describe the design of the project management system in the narrower sense (section 3.6). The tenderer should avoid repeating information from existing documents. The restrictions on the number of pages given in section 6 of these ToRs must be followed.

#### **3.1. Strategy (section 1.1 of the assessment grid)**

The strategy is the core element of the technical-methodological concept.

The tenderer is required to interpret the targets that it is responsible for and provide a critical appraisal of the task (section 1.1.1 of the assessment grid). Subsequently, the tenderer must describe and justify the strategy it intends to use to achieve the milestones, targets and results that it is responsible for (see section 2) by means of the work packages described in section 2 (section 1.1.2 of the assessment grid). The tenderer should avoid repeating information from the description of the implementation approach (see section 3.6).

### **3.2. Cooperation (section 1.2 of the assessment grid)**

The tenderer must describe the relevant actors (partners and others) for the service put out to tender and their interactions (section 1.2.1 of the assessment grid). The tenderer is required to develop a concept that shows how the cooperation with these actors is to be established and put into practice (section 1.2.2 of the assessment grid). The project's cooperation arrangements referred to in section 1 must be taken into consideration.

### **3.3. Steering structure (section 1.3 of the assessment grid)**

The tenderer is required to describe and explain its approach and its method for steering the measures with the partners involved in delivering the services set out in the tender (section 1.3.1 of the assessment grid).

The contractor plays an active role in the results-based monitoring of the project. The tenderer is therefore required to describe how it will monitor the results in its area of responsibility (section 2) in a way that corresponds with the client's expectations and specifications. It must also describe the related challenges (section 1.3.2 of the assessment grid).

### **3.4. Processes (section 1.4 of the assessment grid)**

The tenderer is required to present the processes in the sector that are relevant to the services in the tender, if necessary, on the basis of existing documents (see annexes) (section 1.4.1 of the assessment grid). Here, the tenderer must include a critical appraisal of the contribution made by the services in the tender to the processes in the sector and identify particular promising starting points for generating possible leverage (section 1.4.2 of the assessment grid).

### **3.5. Learning and innovation (section 1.5 of the assessment grid)**

– not applicable –

### **3.6. The contractor's project management activities (section 1.6 of the assessment grid)**

In its tender, the tenderer is required to describe its procedure for coordination with and within the project. Of particular interest is the outlined approach for the identification of potential assignments, the selection and approval of one or more experts with different competences as well as onboarding and steering of experts during the implementation (section 1.6.1 of the assessment grid).

The development of an operational plan is not subject to the assessment. The operational plan will be developed as part of the inception phase based on identified initial activities in the two work packages and reviewed regularly.

The tenderer is required to describe its backstopping concept. A brief CV with relevant details must be provided for the position of back stopper (section 1.6.3 of the assessment grid).

The following services are part of the standard backstopping package and must be factored into the fees for the staff listed in the tender as ancillary staff costs in accordance with GIZ's General Terms and Conditions:

- The contractor's responsibility for its seconded staff
- Ensuring the flow of information between GIZ and the contractor's seconded staff
- Process-based technical-conceptual management of the consultancy inputs
- Managing adaptations to changing conditions
- Monitoring performance
- Ensuring the provision of project administration services
- Ensuring compliance with reporting requirements
- Specialist support for the on-site team from the contractor's staff
- Sharing and making local use of the lessons learned by the contractor

**Project management specifications:**

- The contractor is responsible for selecting, preparing, training and steering the experts assigned to perform the consultancy tasks.
- The contractor provides equipment and supplies/non-durable items and assumes the associated operating and administrative costs.
- The contractor will manage expenditures and costs, accounting processes and invoicing in accordance with GIZ's requirements.
- The contractor will report regularly to the client in accordance with the General Terms and Conditions of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

In addition to the reports specified in the GIZ General Terms and Conditions, the contractor submits the following reports:

- Inception report
- Contributions to reports to GIZ's commissioning party
- Brief quarterly or half-yearly reports on the implementation status of the project (3-5 pages)

**3.7. Sustainability requirements (section 1.7 of the assessment grid)**

The tenderer is required to demonstrate how it will ensure that the project activities are inclusive and sustainable, and how it will implement them in a way that avoids unintended negative results against the backdrop of the specific context of Pakistan.

**3.8. Further requirements (section 1.8 of the assessment grid)**

The bidder shall describe challenges in implementing a digital system for local revenue collection and elaborate strategies to overcome these challenges considering context and stakeholders of the project.

Maximum 2 pages.

#### **4. Human resources**

##### **4.1. Specified human resources concept**

The tenderer is required to provide staff for the positions ('experts') referred to and described here in terms of the scope of tasks and qualifications on the basis of corresponding CVs (see section 6).

At least 30% of the contractor's experts should be female.

The qualifications listed below are the requirements for achieving the maximum number of points in the specialist assessment.

##### **Expert 1: Team leader with international experience (section 2.1. of the assessment grid)**

A statement of availability for this expert must be attached to the tender as an annex.

##### Tasks of the team leader

- Overall responsibility for the advisory services provided by the contractor
- Provide process consulting for the overall implementation of outputs and the steering of interventions in work packages 1 and 2;
- Provide technical advice to partners during the inception phase and review missions with a particular focus on public sector reforms and ideally on digitalization processes;
- Facilitate the analysis and needs assessment with partners for the development of the operational plan including milestones;
- Identify, define and develop specific assignments for short-term experts (individual or in a team with combined competences) in the given budget for the implementation of work package 1 and 2;
- Steer and support short-term experts during the implementation process of assignments;
- Reflect the volatile and fragile context and its implications with the national project advisor and short-term experts onto the implementation process and the operational plan;
- Quality assurance of all deliverables provided by short-term experts and reflect on sequences of activities with regard to ownership of partners and sustainability;
- Review all contributions to the project monitoring and achievement of indicators and reporting in line with given deadlines;
- Provide presentations on the assignment to counterparts, stakeholders and development partners, as part of missions to Pakistan;
- Coordinate with other development partners in the sector when needed;
- Ensure the coherence and complementarity of the contractor's services with other services delivered by the project on local level, in particular through synergies and innovation potentials with other output areas;
- Take cross-cutting themes into consideration (for example, LNOB, do no harm, gender);
- Responsibility for financial management in consultation with the officer responsible for the commission at GIZ.

##### Qualifications of the team leader

Qualifications (2.1.1):	University master's degree (or equivalent) in political science, economics, public administration or public management.
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Languages (2.1.2):	Knowledge of English at level C1 in the Common European Framework of Reference for Languages
General professional experience (2.1.3):	10 years of professional experience in change processes in the public sector
Specific professional experience (2.1.4):	5 years of professional experience in digital reform processes in the public sector
Leadership/management experience (2.1.5):	7 years of professional experience as team leader in international contexts
Regional experience (2.1.6):	5 years of work experience in South Asia
Development cooperation (DC) experience (2.1.7):	5 years of experience working in international development cooperation projects
Other (2.1.8):	<i>Not Applicable</i>

**Expert 2: Project advisor (Section 2.2. of the assessment grid)**

A statement of availability for this expert must be attached to the tender as an annex.

- Manage the operational and financial project implementation in both partner provinces in line with the given budget and time frame;
- Provide technical advice on local governance and local revenue in KP and Punjab;
- Regularly communicate with counterparts in both provinces, also to monitor developments and needs;
- Support the development of short-term assignments and identify potential candidates;
- Plan and manage the short-term assignments and propose potential candidates for approval by the project;
- Support local and international short-term experts through technical advice and monitor implementation processes;
- Ensure impact monitoring and data collection for timely reporting, in coordination with the GIZ M&E Officer
- Provide presentations on the assignment to partners, stakeholders and development partners in the absence of the team leader, when requested by the project;
- Supervise and instruct the project administrator, responsible for all local logistical and financial tasks.

**Qualifications of expert 2.**

Qualifications (2.2.1):	University master's degree in public administration or public management or public finance
Languages (2.2.2):	Knowledge of English and Urdu at level C1 in the Common European Framework of Reference for Languages

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General professional experience (2.2.3):	10 years of professional experience in the sector of public management and local governance
Specific professional experience (2.2.4):	10 years of professional experience in local revenue
Leadership/management experience (2.2.5):	5 years of professional experience as a team leader or project manager
Regional experience (2.2.6):	10 years of work experience in Pakistan in positions with the government or international organisations working in the area of local governance
Development cooperation (DC) experience (2.2.7):	5 years of work experience in international development cooperation projects
Other (2.2.8):	<i>Not applicable</i>

**Expert 3: Expert pool “Good Financial Governance and Local Revenue” with 2 up to 3 experts (Section 2.3. of the assessment grid)**

Tasks of the expert pool

- Support to the implementation of work package 1 and 2

Qualifications of the expert pool

Qualifications (2.3.1):	All experts: University master's degree in public finance, economics, public administration, public management or accounting
Languages (2.3.2):	All experts: Knowledge of English, C1 in the Common European Framework of Reference for Languages and with knowledge of Urdu or Pashto at level C1
General professional experience (2.3.3):	All experts: 10 years of professional experience in public financial management or taxation or local revenue
Specific professional experience (2.3.4):	<ul style="list-style-type: none"> <li>▪ All experts with 5 years of professional experience in domestic resource mobilization (5 of 10 points)</li> <li>▪ All experts with 5 years of professional experience in property taxation (5 of 10 points)</li> </ul>
Leadership/management experience (2.3.5):	Not applicable
Regional experience (2.3.6):	All experts: 5 years of work experience in Pakistan in positions with the government or international organisations working in the area of local revenue
Development cooperation (DC) experience (2.3.7):	All experts: 5 years of work experience in international development cooperation projects
Other (2.3.8):	<i>Not applicable</i>

**Expert 4: Expert pool “Good Financial Governance and Local Revenue” with international experience with 1 up 2 experts (Section 2.4. of the assessment grid)**

Tasks of the expert pool

- Support to the implementation of work packages 1 and 2

Qualifications of the expert pool

Qualifications (2.4.1):	All experts: University master’s degree in public finance, economics, public administration, public management or accounting
Languages (2.4.2):	All experts: Knowledge of English, C1 in the Common European Framework of Reference for Languages
General professional experience (2.4.3):	All experts: 10 years of professional experience in public financial management or taxation or local revenue
Specific professional experience (2.4.4):	<ul style="list-style-type: none"> <li>▪ All experts: 5 years of professional experience in property taxation (5 of 10 points)</li> <li>▪ All experts: 5 years of professional experience in local public finances or domestic resource mobilization (5 of 10 points)</li> </ul>
Leadership/management experience (2.4.5):	Not applicable
Regional experience (2.4.6):	All experts: 5 years of work experience in South Asia
Development cooperation (DC) experience (2.4.7):	All expert: 5 years of work experience in international development cooperation projects
Other (2.4.8):	<i>Not applicable</i>

**Expert 5: Expert pool “Strategy and Organisational Development” with 2 up to 3 experts (Section 2.5. of the assessment grid)**

Tasks of the expert pool

- Support to the implementation of work packages 1 and 2

Qualifications of the expert pool

Qualifications (2.5.1):	<ul style="list-style-type: none"> <li>▪ All experts: University master’s degree in management, organizational development, human resources, or other course of study relevant to the sector</li> </ul>
Languages (2.5.2):	<ul style="list-style-type: none"> <li>▪ All experts: Knowledge of English, C1 in the Common European Framework of Reference for Languages,</li> <li>▪ All experts: Knowledge of Urdu, C1 in the Common European Framework of Reference for Languages</li> </ul>

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General professional experience (2.5.3):	<ul style="list-style-type: none"> <li>All experts: 10 years of organizational and personnel management</li> <li>All experts: 10 years of professional experience in strategy development and implementation in the public sector (i.e. in digital transformation)</li> </ul>
Specific professional experience (2.5.4):	<ul style="list-style-type: none"> <li>1 expert: 5 years of professional experience in HR concepts and training within the public sector</li> <li>1 expert: 5 years of professional experience on gender equality approaches in the public sector</li> <li>1 expert: 5 years of professional experience in the facilitation of digitalization processes</li> </ul> <p>An expert can meet more than one specific criteria.</p>
Leadership/management experience (2.5.5):	Not applicable
Regional experience (2.5.6):	All experts: 5 years of work experience in Pakistan in positions with public or private organisations or international organisations working in the areas of strategy, organisational and personnel development
Development cooperation (DC) experience (2.5.7):	All expert: 5 years of work experience in international development cooperation projects
Other (2.5.8):	<i>Not applicable</i>

**Expert 6: Expert pool “Digital Transformation“ with 2 up to 3 experts (Section 2.6. of the assessment grid)**

Tasks of the expert pool

- Support to the implementation of WP 2

Qualifications of the expert pool

Qualifications (2.6.1):	All experts: University master's degree in public management, information technology, digital transformation or other course of study relevant to the sector
Languages (2.6.2):	<ul style="list-style-type: none"> <li>All experts: Knowledge of English, C1 in the Common European Framework of Reference for Languages</li> <li>All experts: Knowledge of Urdu, C1 in the Common European Framework of Reference for Languages</li> </ul>
General professional experience (2.6.3):	All experts: 10 years of professional experience in digital transformation processes in the public sector
Specific professional experience (2.6.4):	All experts: 5 years of professional experience in digital transformation processes in financial administrations
Leadership/management experience (2.6.5):	<i>Not applicable</i>



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Regional experience (2.6.6):	All experts: 7 years of work experience in Pakistan in positions with the government or international organisations working in the area of digital transformation
Development cooperation (DC) experience (2.6.7):	All experts: 5 years of work experience in international development cooperation projects
Other (2.6.8):	<i>Not applicable</i>

**Soft skills of team members**

In addition to their specialist qualifications, all team members should also have the following qualifications:

- Team skills
- Initiative
- Communication skills
- Social and intercultural skills
- Efficient partner- and client-focused working methods
- Interdisciplinary thinking

## **5. Costing requirements**

### **5.1. Assignment of experts**

In your tender, please do not deviate from the specification of quantities required in these ToRs (the number of experts and expert days, the budget specified in the price schedule), because this is part of the competitive tender and is used to ensure that the tenders can be compared objectively. There is no entitlement to use the total number of expert days or the specified budget.

The number of expert days corresponds to the working days.

<b>Expert</b>	Expert days in home country	Expert days in country of assignment	Expert days in total	Consecutive stay > 3 months	Number of international flights	Number of national flights
<b>Expert 1:</b> <b>Team Leader</b>	120	110	230	No	6	
<b>Expert 2:</b> <b>Project Advisor</b>	-	620	620	n/a		

<b>Expert 3:</b>  <b>Expert pool “Decentralisation and Local Revenue”</b>	-	120	120	No	4	
<b>Expert 4:</b>  <b>Expert pool “Good Financial Governance and Local Revenue”</b>	40	40	80	n/a		
<b>Expert 5:</b>  <b>Expert pool “Strategy and Organisational Development”</b>	-	160	160	No		
<b>Expert 6:</b>  <b>Expert pool “Digital Transformation”</b>	-	200	200	n/a		

## **5.2 Local administrative staff**

The following local administrative staff are needed:

1 Project Administrator for 30 months

The local administrative staff will work under the supervision of the national project advisor

## **5.3 Travel expenses**

The travel expenses must be costed as follows by the contractor:

<b>Travel expense item</b>	<b>Number/quantity</b>
Total number of international flights	Up to 10 Flights
Total number of regional/national flights	N/A
Transport costs (rail travel, car travel, public transport)	N/A
Per-diem allowances	Up to 150 Days
Accommodation allowances	Up to 150 Days

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Other travel expenses (visa, project-related travel expenses outside the place of business etc.)	Up to 2,500 EUR
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Per-diem and accommodation allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable at <https://www.bundesfinanzministerium.de>).

Subject to proof of expenditure, reasonable accommodation costs in excess of this amount, airfares and other main transport costs can be included in the costing.

All travel activities must be agreed in advance with the officer responsible for the project. Travel expenses must be kept as low as possible.

Please note: The travel expense items do not cover costs related to the contract in the country of assignment (see section 3.3.2 of the General Terms and Conditions). Please cost these items separately (if applicable) in the price schedule under '2.2 Costs related to the contract'.

#### **5.4. Equipment**

In the tender, the contractor undertakes to procure the equipment and includes this in the costing of the tender. The contractor is expected to organise office space in Islamabad, furnishing and IT equipment for the project advisor and the project administrator.

Made available free of charge by the project executing agency (local project partner) for the duration of the contract.	Made available free of charge by GIZ for the duration of the contract.	Costs to be included by the contractor in the financial bid.
		x Office furniture x IT equipment
etc.		

#### **5.5. Operating costs in the country of assignment**

The contractor is required to specify a monthly lump sum to cover the operating costs for the implementation of the contract. The lump sum must include all the costs involved in the proper running of the offices and vehicle (rental car including driver).

#### **5.6. Workshops, education and training**

The contractor runs the following workshops/study trips/training courses:

- Workshops / training in both work packages (to be defined as per identified activities)
- Tentatively two study tours (to be confirmed)

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Workshop budget: EUR 60.000

Study Trip budget: EUR 150.000

The fixed, unalterable budget given above is specified in the price schedule for workshops. The budget includes the following costs relating to the planning and running of workshops:

- Room hire
- Technical systems
- Moderation services
- Translation/interpreting
- Catering
- Workshop materials
- Travel expenses for partner experts (subsistence, accommodation, travel costs)
- Other costs relating to the workshops

The budget does not include the fees and travel expenses for the contractor's experts incurred in connection with the planning and running of the workshops. These are covered by the corresponding number of expert days and travel expenses (see sections 5.1 and 5.3 above).

#### **5.7. Local subsidies**

– Not applicable –

#### **5.8. Other costs**

– Not applicable –

#### **5.9. Flexible remuneration item**

Budget for flexible remuneration: EUR 50.000

The fixed, unalterable budget given above is earmarked in the price schedule for flexible remuneration. Flexible remuneration is intended to facilitate the flexible management of the contract by the officer responsible for the commission at GIZ. The contractor can make use of the funds in accordance with section 3.3.5.7 of the General Terms and Conditions.

### **6. Requirements on the format of the tender**

The structure of the tender must correspond with the structure of the ToRs. It must be legible (font size 11 or larger) and clearly formulated. The language of the tender is English.

The technical-methodological concept of the tender (section 3 of the ToRs) is not to exceed 30 pages (not including the cover page, list of abbreviations, table of contents and brief introduction).

The CVs of the staff proposed in accordance with section 4 of the ToRs must be in the EU-format and must not be more than four pages in length. The CVs must clearly show what

position the proposed person held, which tasks they performed and how many expert days they worked during which period in the specified references.

We strongly request that you do not exceed the number of pages specified.

## **7. Options**

### **7.1 Follow-on measure/extension of service-delivery period**

It is possible to continue key elements of the service specified in the tender as part of a follow-on measure within the context of the basic project, in a comparable extent if the project term is extended by the commissioning parties of GIZ.

### **7.2 Expansion of the service content**

Within the framework of the basic project described in the terms of reference, GIZ reserves the right to award contracts for additional services of this type up to a comparable extent, to the successful company in this procedure by means of a negotiated procedure without a prior call for competition, or to enter into a follow-on contract pursuant to the criteria listed in the terms of reference and the contract. All relevant remuneration items shall be increased proportionately.

Type and scope: Unforeseen circumstances and risks for the project implementation in the fragile context of Pakistan comprise socio-political instability, security concerns or the persistent personnel transfers in partner organisations, causing delays in the implementation of the PLG project. Moreover, the changing context may further require an amendment of work packages defined in section 2 in the form of additional profiles of experts requested by partners in the areas of revenue mobilization for local governance as well as digitalization of local administration.

In case the project receives a time extension of service-delivery, work packages as described in section 2 of these ToR may include a time extension for implementation.

In case work packages require additional technical expertise, the number of expert days and the budget specified in section 5 of these Tor's are increased in proportion to the additional activities, within the framework of the available financing.

Precondition for this option is that additional funding is made available by the commissioning parties of GIZ and that deliverables have been provided as per required result and as per satisfaction of the project.

## **8. Annexes**

- (A) Module proposal PLG
- (B) Results model PLG
- (C) Analysis of actors PLG