

REQUEST FOR EXPRESSIONS OF INTEREST

CONSULTING SERVICES- FIRMS SELECTION

Credit No. IDA-6243

Contact No. PK-PMDFC-1713341-CS-QCBS

Assignment Title: "Hiring of Consulting Services Development of Integrated Development and Asset Management Plan (IDAMP) for 16 selected MCs 16 Under PUNJAB CITIES PROGRAM (PCP)"

The Govt of Punjab (hereinafter called "Borrower") has received financing from the International Development Association (IDA) in the form of a credit (hereinafter called "Credit") towards the cost of "Punjab Cities Program (PCP)". Punjab Municipal Development Fund Company (PMDFC), an implementing/executing agency of the Client, hereinafter referred to as "Client" intends to apply a portion of the proceeds of this credit to eligible payments.

The Consulting Services ("the Services") include the key purpose of IDAMP is to prescribe the principles/ guidelines in line with IDAMP frame approved by P&D Board, for effective management of asset portfolio in order to achieve service delivery objectives. Further, IDAMP Framework is intended to achieve the following purposes. Encourage a consistent approach and a common methodology for development and management of assets. Emphasize the importance of developing robust asset management plans linked to rigorous long-term financial planning to help achieve the service delivery objectives. Improve the consistency of development and asset maintenance across the cities space and for all services, and prioritize and rationalize investment decisions. Provide guidelines to ensure informed decision making by Program Municipalities for investment in and management of those assets which help achieve the service delivery objectives. Establish principles for the development of detailed Standard Operating Procedures for implementation and sustainability of IDAMP.

PMDFC 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.

Mandatory Documents for Eligibility of a Firm

Description	Requirement
Certificate of Company/ Firm Registration/ Incorporation under the laws of Pakistan	Mandatory
Valid Income Tax Registration (Status= Active with FBR)	Mandatory
Valid General Sales Tax Registration (Status= Active with PRA)	Mandatory
Submission of undertaking on stamp paper that the firm is not black listed and not involved in litigation with any of Provincial or Federal Government Institutions, Agencies, Organizations, or autonomous bodies anywhere in Pakistan.	Mandatory
At least 10 years' experience in the relevant field since establishment & registration with the relevant professional body	Mandatory

The evaluation criteria are as under:

Credit Marks for Firm Experience		Maximum Marks
a	Specific experience in public sectors in the areas mentioned in the TORs. Five completed projects costing PKR 30 million in total during last 10 years. (Documentary evidences of each activity/assignment indicating cost charged must be provided)	40
b	Experience of minimum three similar assignments with minimum Rs. 20 million in total during last 10 years in the areas mentioned in the TORs. (Documentary evidence of each activity/ assignment indicating cost of charged must be provided)	40
c	Working experience of three similar assignments with the donor agencies. (Documentary evidence of each activity/ assignment indicating cost charged must be provided)	10
d	Working experience of three similar assignments with Local Governments/District Governments/ Governments Institutions or Private Sector. (Documentary evidence of each activity/ assignment indicating cost charged must be provided)	10

The detailed Terms of Reference (TOR) for the assignment can be found at the following website: <https://pmdfc.punjab.gov.pk/>

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 November 2017 and August 2018] ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest. A Consultant will be selected in accordance with the Quality & Cost Based Selection Method set out in the Procurement Regulations of the World Bank. 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 subconsultancy. 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.

Expressions of interest must be delivered in a written form to the address below up to October 13, 2021 by 1100 hours.

Punjab Municipal Development Fund Company (PMDFC)

Attn.: Managing Director, (PCP) PMDFC

Building No. 184 Scotch Corner, Upper Mall Scheme,

Lahore - 54500 Pakistan Tel: +92 042-99204386-89

E-mail: procurement@pmdfc.org.pk

Website: <https://pmdfc.punjab.gov.pk/>

IPL-9839

PUNJAB MUNICIPAL DEVELOPMENT FUND COMPANY

TERM OF REFERENCE

FOR

SHORTLISTING OF CONSULTING FIRM

FOR

**DEVELOPMENT OF INTEGRATED DEVELOPMENT AND ASSET
MANAGEMENT PLAN (IDAMP) FOR 16 SELECTED MCs IN PUNJAB**

UNDER “PUNJAB CITIES PROGRAM (PCP)”



184, Scotch Corner, Upper Mall, Lahore

Tel #: 042-99204386-89

Fax #: 042-99204390

Website: www.pmdfc.org.pk

E-mail: info@pmdfc.org.pk

DEVELOPMENT OF INTEGRATED DEVELOPMENT AND ASSET MANAGEMENT PLAN (IDAMP) FOR 16 SELECTED MCs IN PUNJAB

TERMS OF REFERENCE

Title of the Assignment	Consultancy Services for Development of “Integrated Development and Asset Management Plan”
Program Component /DLI	DLI-2 of P4R instrument Sr. No-1.5 of Performance Measures (mandatory to access the Performance Based Grants by MCs under Window-1 of the Program)
Funding Source	The World Bank under Punjab Cities Program (PCP),
Implementing Agency	Punjab Municipal Development Fund Company (PMDFC)
Duration	11 months (Development & Implementation)
Procurement Method	QCBS

I. Brief Background

- 1) The World Bank-funded Punjab Cities Program (PCP), is supporting 16 Municipal Committees (MCs) of Punjab. Its development objective is to strengthen performance of the participating (MCs), in urban management and municipal service delivery. The operation is financed through a hybrid of Investment Project Financing (IPF) and Program-for-Results (PforR) instruments.
- 2) Under the PforR component (Window-1), Performance Based Grants (PBGs) are being provided to the 16 MCs listed below;

Northern Punjab	Central Punjab	Southern Punjab
1- Daska	1- Gojra	1- Bahawalnagar,
2- Hafizabad	2- Jaranwala,	2- Burewala
3- Jhelum	3- Jhang,	3- Khanewal,
4- Kamoke	4- Kamalia	4- Vehari,
5- Muridke	5- Okara	5- KotAddu
6- Wazirabad		

- 3) The IPF component (Window-2) is supporting provincial government agencies i.e. Local Government & Community Development Department (LG&CDD), Punjab Local Government Board (PLGB), Punjab Municipal Development Fund Company (PMDFC) and Finance Department (FD). The support is being provided in areas like Program Management, Release of funds, Capacity building of MCs in municipal service delivery along with developing and implementing gender responsive systems for human resource management, grant management, reporting, audit and MC performance assessment.

Present situation in Urban Local Governments

MCs are facing below mentioned challenges at the moment:

1. Repetitive Transition in LG System

2. Institutional Fragmentation and Unclear Accountability Institutional Fragmentation and Unclear Accountability
3. Weak Systems and Capacities at MCs
4. Weak MC Finances
5. Low Coverage & Quality of the Municipal Services
6. Poor Operation & Maintenance (O&M)
7. Lack of multi-year planning for development and asset management

Due to above mentioned challenges, the strategic framework and direction for economic development and spatial growth is weak. Even, where spatial plans have been prepared, they are not followed as they have no legal force. In some cases, the strategic framework may be too broad in its scope and too general, lacking specificity, to be readily implementable. There is no medium term prioritization of development projects beyond the annual portfolio of 'schemes'- the Annual Development Program (ADP), although this is a requirement of the local government budget rules. In the ADP, projects are not prioritized according to evidence-based priorities and fail to address needs on a consistent, sustainable, and strategic basis. Budgetary planning and resource allocation practices suffer due to the lack of a coherent vision, with the consequence that spending is largely erratic. The lack of a coherent implementable longer term strategy has led to a planning environment where LGs implement smaller development projects which can be more readily implemented at the expense of larger, more difficult but impactful civic needs that require a longer, multi-year commitment. Finally, many aspects of financial management in the LGs are inadequate, including management of budgets, expenditure controls, cash-flow management, and management of creditors, asset management, and liability management. Internal audit capacity and audit controls are weak.

In order to cope with these challenges and as an initial step towards developing an Integrated Development and Asset Management Plan, a GIS based inventory of assets has been developed for the 16 MCs being supported by PCP, in which data of various categories of assets has been collected and mapped in an Asset Management System.

IDAMP is an instrument of shifting the paradigm of annual planning to medium term basis in the MCs, with a focus on the effective management and control of assets and resources. IDAMP is an instrument to address the existing issues of piecemeal approach, disjointed planning, insufficient maintenance of infrastructure, and inadequate service delivery. The concept of Integrated Development & Asset Management Planning revolves around the international best practices of capital investment and asset management planning improving service delivery by urban local government institutions within the available fiscal space. The processes have been derived from the well-established standards like ISO 55000 and International Infrastructure Asset Management Manual.

II. Objectives of Consultancy:

An IDAMP Framework and Manual were developed for local governments of the five largest cities of Punjab under the World Bank-funded Punjab Cities Governance Improvement Project. The Framework was approved by the P&D Board, and lays out the principles for effective development and management of LG asset portfolio in order to achieve service delivery objectives. Moreover, the IDAMP Framework is intended to achieve the following:

- Encourage a consistent approach and a common methodology for development and management of assets;
- Emphasize the importance of developing robust asset management plans linked to rigorous long-term financial planning to help achieve the service delivery objectives;
- Improve the consistency of development and asset maintenance across the city space for all services, and prioritize and rationalize investment decisions.
- Provide guidelines to ensure informed decision making by Program Municipalities for investment in and management of those assets which help achieve the service delivery objectives;
- Establish principles for the development of detailed Standard Operating Procedures for implementation and sustainability of IDAMP.
- Provide mechanism for project analysis, program analysis and research, policy and regulation analysis

III. Terms of Reference (TORs) for Consultancy Services:

1. Scope of Work

PMDFC under Punjab Cities Program (PCP) is supporting the program cities in strengthening systems for improved planning, resource management and accountability. To achieve this objective, one of the tasks is to develop Integrated Development and Asset Management Plans (IDAMPs). The preparation of these plans will be coordinated at the MC level and will be based on integration of capital investment and asset maintenance plans of MCs. These plans will be for a three-year period on a rolling basis and updated each year while adding another year to the horizon. In order to complete the task, PMDFC intends to hire a consultancy firm.

The firm will complete the assigned tasks to achieve the deliverables in two phases. First phase will include updation of IDAMP framework and development of IDAMPs for each of the 16 MCs. The duration of this phase will be 6 months. The second phase will encompass development and integration of GIS Based Asset Management Decision Support System and the duration of this phase will be 5 months. The firm will provide M&E support for subsequent years spanning 3 months for each subsequent year.

2. Key Responsibilities

PHASE - I

First phase of consultancy will focus on updating the IDAMP framework and developing an IDAMP in each of the 16 PCP MCs. The firm will update the already developed IDAMP framework under PCGIP, and then develop a 3-year IDAMP for each city based on requisite data already collected through the detailed asset inventories, energy audits etc.. This phase will span over 6 months.

The tasks involved in this phase are as follows;

Task-1: Review and Update IDAMP Manual & Standard Operating Procedures (SOPs) per PLGO 2019

Update the IDAMP Manual, SOPs and Templates per MC institutional structures and staff hierarchies. Activities will include:

1. Carry out desk study of business process including rapid assessment of MC functions and assets study of ISO 55000, international best practices applicable in local governments (LGs).
2. Amend the detailed templates and SOPs for MCs.
3. Hold consultation meetings with P&D, LG&CDD, PLGB, FD, MCs and World Bank;
4. Conduct detailed consultations with MCs officials on available data and process of prioritization of capital investments and asset maintenance expenditures, based on the IDAMP Framework and SOPs.
5. Gather input and prepare final version of IDAMP Manual with detailed guidelines, rules, regulations to be notified by Provincial Government and LG&CD Department as per legal requirements
6. Ensure special focus on Asset Creation, Management, and Disposal and Preparation of Asset Management Plans and Risk Assessments
7. Integrate MIS-GIS system and M&E system for IDAMPs in consultation with PMDFC, LG&CD Department & MCs and any other stakeholder
8. Conduct training workshops for IDAMP preparation for all concerned stakeholder officials.

Task-2: Development and Finalization of Integrated Development and Asset Management Plans

The methodology and processes described in IDAMP Framework will be adhered to for preparation of IDAMPs. IDAMPs will take into account the Energy Audits and asset inventories developed for each MC, tie capital investments to life cycle costing, and estimate long-term repair and replacement needs for the entire asset portfolio of each MC. They will consist of, but not limited to, the following activities and components

1. Analyze existing asset conditions, GIS Mapping and Risk assessment using IDAMP Framework for MCs; Review asset structure description; Assess asset current performance level
2. Determine Required Standard of Service
3. Based on item-a), assess O&M, repair, asset replacement requirements consistent with the service delivery objectives
4. Develop Preventive and Corrective maintenance plans for each MC and SOPs for emergency replacement or break down maintenance Benchmark and formulate Key Performance Indicators (KPIs) for service delivery for all municipal services
5. Asset Risk Assessment (Risk Identification, Risk Assessment, Risk Control)
6. Develop Integrated Development and Asset Management Plan for each MC, and facilitate approvals from requisite forums
7. Prepare costing and budget for the first year investments from the IDAMP for approval. Identify priority investments to be funded through PCP
8. Establish a Committee in each MC to review the planning, execution, and monitoring of the IDAMP.

9. Establish a system for monitoring of Asset Performance
10. Prepare documents related to PC-1/PC-II Formulation, ADP Formulation, PC-III Formulation and PC-IV and PC-V Formulation to be included in different Modules under GIS based decision support system as mentioned below at Phase II – Task 1.

Task-3: Training and Capacity Building of MCs

1. The key staff of MCs will be trained on how to develop and update IDAMPs.
2. The training modules will be prepared by the Consultants and shared with PMDFC
3. The venues of trainings and the time lines will also be shared with PMDFC
4. Practical demonstrations will be given to the key personnel and the MC staff for updating the IDAMPs in respective MCs.

PHASE - II

The second phase will be based on development and integration of GIS Based Asset Management Decision Support System. It will include updation and integration of existing Asset Management Information System. The system development will be based on the work already done under Phase I. This phase will be spanned out 5 months.

The tasks involved in this phase are as follows;

Task 1: Integrated Planning and Development System/ Decision Support System

Develop system for Integrated Planning and Development on top of GIS based Asset Management. The system will consist of following modules

1. Project Management Module / ADP Formulation
2. Project Planning Module / PC-I/PC-II Formulation
3. Project Monitoring Module / PC-III Formulation
4. Project Finalization and Evaluation Module / PC-IV and PC-V Formulation
Project Management Module
5. Asset Management Information Module.
6. Centralized / administrative dashboard and individual dashboard
7. Complete data management and user rights module
8. System User Manual and video tutorial will be shared with MCs after getting reviewed and approved by PMDFC.
9. Practical demonstrations / trainings will be given to the key personnel and the MC staff for maintenance and operation of developed database.

The mechanism will assist in developing new development projects based on the condition and age of assets. It will calculate the project cost based MRS rates and generate a financial plan and work plan and will help in generating PC-1 /PC-II document to commission the project. Once the project is initiated the work plan and financial plan will be used as base line to monitor the activities in project execution and produce PC-III Performa for higher level monitoring. Finally, on completion of project. PC-IV will be generated for project closure.

Program Management Module:

Projects are collected together into programs. These programs will help in developing Long Term Development Framework (LTDF) and Midterm Development Framework (MTDF), which will further help in formulating Annual Development Plans (ADP).

Program Planning Module:

This module will be used to frame PC-I & PC-IIs based on WBS.

Project Monitoring Module:

This module will be used to monitor those projects which get approved. The monitoring system will be based on WBS structure and show the progress of the project on executive dashboard and generate report in the format of PC-III.

Project Finalization and Evaluation Module:

Once the project is finished, the system will be capable to generate final report in the form of PC-IV & V. On approval of PC-IV & V, the system could be helpful to evaluate the project on the basis of the benchmarks established in the project planning.

Monitoring and Evaluation of IDAMP

Monitoring and Evaluation (M&E) of IDAMP shall be a continuous process for monitoring of implementation and compliance of the IDAMP and the firm will provide M&E support for subsequent years spanning 3 months for each subsequent year.

The firm shall develop processes to provide for the measurement, monitoring, analysis and evaluation of the (IDAMP) entity's assets, asset management system and asset management activities. In the development of these processes, the following should be taken into account:

- Setting of performance metrics and associated indicators
- Confirmation of compliance with the requirement
- Examination of historical evidence
- The use of documented information to facilitate subsequent corrective actions and decision making

IV. Deliverables

- Inception Report covering methodology and process to cover scope of work detailed above, and a detailed work schedule.
- Updated IDAMP Framework
- One draft IDAMP each for 16 MCs
- Development and integration of IT/GIS Based Asset Management Decision Support System
- Final IDAMPs for each MC, after incorporating comments from PMDFC, GoPunjab, and the World Bank.
- Training and Capacity Building of MCs

V. Timelines

The Phase-1 of activities will be completed in six months and Phase-2 in five months. The IDAMP will be updated each year for subsequent years period on a rolling basis. The firm will provide M&E support for three subsequent years spanning 3 months for each subsequent year.

VI. Reporting Arrangements

The consulting firm will be reporting to the Project Director, Punjab Cities Program (PCP). The firm will work in close coordination with Senior Program Officer, Institutional Strengthening and Senior Program officer Infrastructure Development for the respective tasks. He/she will adopt a participatory approach in problem solving.

- a) **Work Schedule:** A central work schedule will be prepared by the firm. A copy of the work schedule will be sent to the Program Director and Senior Program Officer, Institutional Strengthening, PCP. The firm will start work only after the approval of work Schedule.
- b) **Progress Review:** A progress review will be given by the consulting firm once the project intervention has completed its duration.
- c) **Minutes of the Meetings:** Minutes of all the meetings taking place with reference to the project intervention will be taken and shall remain in the custody of the consulting firm. However, the firm will be required to submit the same along with monthly status report.
- d) **Consultant Reporting Obligation**
 - a. Bi-weekly Progress Reports
 - b. Minutes of meetings with client and stakeholders
 - c. Hard & Soft copies of draft and final deliverables

VII. Consultant Firm's Personnel

The task would be completed through a team consisting of the following members having credible experience in their respective field:

Sr. #	Key Professional	Experience & Qualification	No. of Staff
1.	Task Team Leader	16 Years of education in Engineering, Business Administration/ Project Management or equivalent with 15 years of experience in capital investment planning, asset valuation, assessment and financial management of assets and services.	01 No.
2.	Senior Municipal/Sanitation Engineer	16 Years of education in Civil/Municipal Engineering with 10 years of relevant experience in Budgeting for public sector utilities/ entities	3 Nos.
3.	Economist	16 years of education or higher degree in Economics/ Business Economics/ Urban Economics with 10 years of relevant experience of urban economic analyses, economic modeling, demographic analysis, and capital investment planning	3 Nos.

4.	Utility Expert	16 years of education in Engineering/ Business Administration/ Economics/ with 8 years of relevant experience of costing & utility operations	3 Nos.
5.	Costing, Asset Management & Risk Expert	CA/ACMA with 5 years of relevant experience in costing and procurement	2 Nos.
6.	Infrastructure Planner	16 Years of education in City & Regional Planning with 10 years relevant experience in infrastructure planning	3 Nos.
7.	IT Expert (programming)	16 Years of education in Computer Science/ICT with 10 years programming experience preferably in developing dashboards / online web services	1 Nos.
8.	GIS Expert	16 Years of education in GIS/Spatial Sciences with 10 year's experience in GIS based analysis of asset management...	2 Nos.

VIII. Client's Input and Counterpart Personnel

- (a) PMDFC may be requested to provide any relevant data needed for the assignment and available with PMDFC
- (b) Services, facilities, and property to be made available to the Consultant by the Client: Orientation will be given on the existing practices prevailed in MCs
- (c) Professional and counterpart support personnel will be assigned by the Client to the Consultant's team from PCP Institutional Strengthening Team