

REQUEST FOR EXPRESSIONS OF INTEREST (CONSULTING SERVICES– FIRMS SELECTION)

Credit No. IDA-6243

Reference No. PK-PMDFC-274467-CS-QCBS

Assignment Title: “Hiring of Consulting Firm for Determining Economic Potential of the 16 Cities 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 overall objective of the consultancy is to assist GoPunjab take evidence-based policy decisions to ensure that the economic potential of cities in the province is tapped for them to become engines of growth optimally contributing to the economy of the province. Key tasks will include:

- Develop a demographic profile of each city and adjoining area.
- Determine the growth of working age population and employment distribution by gender and sector for each city.
- Determine the economic growth potential of the 16 PCP cities and measure the cities competitiveness and productivity relative to national, international, and regional benchmarks
- Develop a comprehensive economic plan (based on existing and new clusters of industries, services and businesses) for the cities under focus, that is visionary, inclusive, and growth-oriented to cater to the employment needs of the growing population.
- Develop a provincial level plan to integrate the economies of the 16 PCP cities with adjoining cities with the aim to benefit from growing multi-city agglomerations
- Determine the impact of rapid change economic factors (e.g., CPEC) on the cities under focus and suggest measures to benefit from the increased connectivity
- Develop a ranking mechanism for the cities of Punjab that analyses the economic structural transformation of each city and its contribution to the local economy

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 in the relevant field since establishment & registration with the relevant professional body	Mandatory
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The **evaluation criteria** are as under:

Credit Marks for Firm Experience		Maximum Marks
a	Experience of minimum four (04) completed assignments with minimum total cost of Rs. 20 million (PKR) in conducting Economic Surveys / Assessments / Third Party Validations and other related assignments in last 10 years. <i>(Documentary evidences of each activity/assignment indicating cost charged must be provided)</i>	60
b	Working experience of two (02) completed similar assignments with Federal Government/Provincial Governments/Local Governments/District Governments/ Governments Institutions/Donor Agencies. <i>(Documentary evidence of each activity/assignment indicating cost charged must be provided)</i>	40

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 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.

Expressions of interest must be delivered in a written form to the address below up to **March 16, 2022 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/>



PUNJAB MUNICIPAL DEVELOPMENT FUND COMPANY

**TERMS OF REFERENCE
FOR
HIRING OF CONSULTING FIRM
FOR
DETERMINING ECONOMIC POTENTIAL OF THE 16 PCP CITIES
UNDER “PUNJAB CITIES PROGRAM (PCP)”**

January 25, 2022

184, Scotch Corner, Upper Mall, Lahore
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TERMS OF REFERENCE

Hiring of Consulting Firm for Determining Economic Potential of the Cities Under Punjab Cities Program (PCP)

I. Brief Background

- 1) 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 (MCs), focusing on urban management and improvement of municipal infrastructure for satisfactory service delivery.
- 2) 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 cities are given 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 (Window-2) supports institutional strengthening and capacity building of the MCs and various agencies under the Government of Punjab (GoPunjab) i.e., Local Government & Community Development Department (LG&CDD), Punjab Local Government Board (PLGB), Punjab Municipal Development Fund Company (PMDFC) and the Finance Department (FD).

II. Objectives of Project Consultancy Services

The overall objective of the consultancy is to assist GoPunjab take evidence-based policy decisions to ensure that the economic potential of cities in the province is tapped for them to become engines of growth optimally contributing to the economy of the province. Key tasks will include:

- Develop a demographic profile of each city and adjoining area.
- Determine the growth of working age population and employment distribution by gender and sector for each city.
- Determine the economic growth potential of the 16 PCP cities and measure the cities competitiveness and productivity relative to national, international, and regional benchmarks
- Develop a comprehensive economic plan (based on existing and new clusters of industries, services and businesses) for the cities under focus, that is visionary, inclusive, and growth-oriented to cater to the employment needs of the growing population.
- Develop a provincial level plan to integrate the economies of the 16 PCP cities with adjoining cities with the aim to benefit from growing multi-city agglomerations
- Determine the impact of rapid change economic factors (e.g. CPEC) on the cities under focus and suggest measures to benefit from the increased connectivity

- Develop a ranking mechanism for the cities of Punjab that analyses the economic structural transformation of each city and its contribution to the local economy

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

1. Duties & responsibilities

The consulting firm will be required to carry out their activities as outlined in the objectives as given above and the scope of work as given below:

Client	Punjab Municipal Development Fund Company (PMDFC)
Consultant	The consulting firm employed for the task as per World Bank Regulations 2016

2. Scope of Services and Major Tasks:

The consultants shall undertake the following tasks:

Phase I – Development of City Level Economic Profiles, Design of the City Economic Assessment, and Development of Initial Action Plans:

- a) Conduct initial meetings with the concerned Additional Secretary LG&CD Department Punjab, focal person of PMDFC and other stakeholders
- b) Develop city specific economic profiles using qualitative and quantitative methods that encompass natural endowments, economic opportunities, existing economic clusters, sectoral contribution to output and jobs, local human capital (skills and education) etc.
- c) Work with the client and other stakeholders (public and private sector) to identify a growth vision for city
- d) Identify backward and forward linkages of the industrial/business sectors and major value chains
- e) Collect information on any major investments (planned and ongoing) in or around targeted cities, such as China Pakistan Economic Corridor (CPEC) links, motorways, expressways, and dual carriage highways, and assess major spatial impacts and economic growth opportunities from improved connectivity and access
- f) Review available secondary information and statistics from various sources, such as the Punjab Growth Strategy and its technical papers, the recently published results from the National Population and Housing Census 2017, and other products from relevant federal and provincial agencies such as the labor force surveys (LFS), censuses of manufacturing industries (CMI), social and living standard surveys (PSLM), and integrated economic surveys (HIES)
- g) Design a city economic assessment framework, which identifies a list of key indicators that could be used for city level economic assessments. The proposed assessment framework and indicators should be populated with available data to the extent possible, and clearly describe where primary data collection is proposed and how such data may be collected.
- h) Develop primary data collection plan for deepening the assessment of economic potential of 16 PCP cities, indicating specific surveys, methodology, data collection / survey administration approach, population of respondents, sampling approach and suggested sample sizes, and estimated resource requirements for data collection and survey activities.

- i) Develop survey instrument or data collection forms for specified data collection activities for each city
- j) Develop city level priority action plans – based on the initial analysis – to create dynamic business environments through construction of strategic infrastructure, human resource development, improving the enabling environment for better management of endowed capital and resources. The plans should identify responsibilities of various agencies, involve local partners, and ensure an inclusive approach, and present estimated costs and timelines for investments. The plans may be revised and updated later once the primary data collection has been completed and the remaining data is available for the detailed economic assessment.

Phase II – Primary Data Collection and Survey Activities for Detailed Economic Assessment and Updating Action Plans:

- a) Conduct survey for primary data collection against indicators agreed with the client from 16 PCP cities to assess the factors influencing economic potential of the cities, including but not limited to;
 - Connectivity, logistics and market access, including impact of new transport corridors
 - Economic density
 - Availability of urban amenities: public spaces like parks, libraries, sports etc.
 - Quality of municipal services, like disposal of solid and liquid waste
 - Security dimensions such as public safety and crimes levels
 - Human capital analysis i.e., service oriented, human resource skills, and entrepreneurship
 - Existing infrastructure and natural resource factors, such as road network, water availability
- b) Conduct various surveys of the cities including;
 - Demographic survey of the city for determining availability of human resources for economic activities i.e., literacy rate, working age population, labor force, service-oriented population
 - Industrial structure surveys to assess the large firms and small and medium size enterprises (SMEs) in the city
 - Investment climate survey to elicit the perceptions of firms regarding important aspects of the local investment climate, including the quality of labor, infrastructure, and public services
 - Academics and universities, schooling system, training skills training skill centers
 - Social organizations, key business (local & foreign investors), Business associations
 - Major crops, agricultural industry trends, Value chain products
 - Services, housing, financial institutions i.e., role of different institutes in the city's economy
 - Tourism, natural resources, markets, restaurants
- c) Supplement survey-based data with day and nightlight satellite imagery to identify spatial growth patterns at intracity and inter-city levels.

- d) Conduct analysis of survey results and supplemental information to measure economic performance of the cities, including but not limited to
 - Time series analysis
 - Growth indexes, Composite indexes, Bench marking, Trend analysis
 - Location quotient, GIS mapping, Cluster mapping, Asset mapping
 - Sector share analysis, Value added analysis, Shift share analysis
 - Specialization indexes, Input-output analysis, Value chain analysis
 - Social accounting matrix
 - Skills audit, Stakeholder analysis/institutional mapping
- e) Develop strategic plans and sector specific recommendation to bolster the economic activity
- f) Update economic profiles and action plans based on the additional data collected and the findings from the detailed economic assessment.

3. **Expected Deliverables (PHASE I & II)**

The consultants shall develop and submit the following deliverables:

Inception Report:

The Consultant will develop and submit an inception report based on their understanding of the terms of reference and review of documents made available by the Client. The inception report should aim to establish a common understanding of the scope of work, list of tasks, methodology, action plan, and updated timelines, between the Consultants and the Client.

Phase I – Development of City Level Economic Profiles, Design of the City Economic Assessment, and Development of Priority Action Plans:

- a) Analytical Report on Proposed indicators for assessment of economic potential, which includes
 - Key outputs from the visioning exercise
 - Long-list of indicators and the rationale for shortlisting of proposed indicators
 - Secondary data sources that have been used to populate a subset of the proposed indicators
 - Primary data collection requirements for the proposed indicators
- b) Primary Data Collection Plan for the 16 cities, which cover
 - Identification of the population of targeted respondents (individuals and/or firms) for indicators requiring survey work
 - Data collection / survey administration approach for each activity
 - Sampling strategies and sample size for any sample-based surveys
 - Detailed workplan and schedules for administration of surveys
 - Human resource, training and logistical aspects/ requirements
 - Methodology for analysis of survey results
- c) Develop the economic profiles for the 16 cities and city level priority action plans, which presents:
 - Economic profiles developed for the 16 cities

- Gap analysis for key economic sectors
- Summary of feedback collected from public agencies, private sector, and communities
- Opportunities from major ongoing or planned investments in transport or freight infrastructure
- Priority investment needs in construction of strategic infrastructure, human resource development, and the enabling environment for investment, capital, and resources.
- Estimated costs and timelines for identified investments.

Phase II – Data Collection and Survey Activities for Detailed Economic Assessment and Updating Economic Profiles and Priority Action Plans:

- d) Report on analyses of survey results and secondary data, which presents
- Ranking of the cities in terms of the scores attained
 - Determining the cities with high potential and low potential characteristics
 - Identification of elements of building blocks that are unique and competitive
 - Key outputs to inform strategic action plans and recommendation to bolster the economic activity
- e) Final report including updated economic profiles, priority action plans, and comprehensive economic assessment, which incorporate outputs from field surveys

4. Work Schedule:

Work Schedule: A detailed work schedule will be prepared by the firm for Phase I activities and included in the Inception Report. The work schedule will be sent to the Program Director and Senior Program Officer, Institutional Strengthening, PCP, for review and the firm will start work only after the approval of work schedule.

For Phase II activities, the work schedule and resource allocation will be presented in the Data Collection Plan submitted as a deliverable from Phase I.

5. Reporting Requirements and Time Schedule with Deliverables (Phase I & II)

a) Phase-I - 4 Months (120 Days)

Sr. No	Activity	Deliverables	Qty	Time Line of Submission on Signing C/Agreement (Calendar days) up to	Net Payment of Total Amount on acceptance of deliverables
1	Inception report (encompassing complete Work Plan)	Soft and Hard copies along with presentation in power point	One Soft and 3 hard copies	7 Days	5%
2	Report on selection	-do-	-do-	30 Days	10%

	of final indicators (long list) for assessment of economic potential of cities with all stakeholders (PMDFC, LG&CDD & MCs)				
3	Survey plan and survey instruments along economic profile of the cities			60 Days	10%
4	Economic profiles and Priority Action Plans for the 16 cities	-do-	-do-	60 Days	25%
4	Report on analyses of survey results	-do-	-do-	90 Days	20%
6	Submit the Final Comprehensive Report describing the detailed results on economic potential on approval of Draft Report	-do-	-do-	120 Days	30%

Phase-II - I; 06 Months (180 days)

Sr. No	a) Activity	Deliverables	Qty	Time Line of Submission on Signing of C/Agreement (Calendar days) up to	Net Payment of Total Amount on acceptance of deliverables
1.	b) Report on analyses of survey results and secondary data, which presents <ul style="list-style-type: none"> • Ranking of the cities in terms of the scores attained • Determining the cities with high potential and low potential characteristics • Identification of elements of building blocks that are unique and 	Soft and Hard copies along with presentation in power point	One Soft and 3 hard copies	120 Days	60%

	competitive •Key outputs to inform strategic action plans and recommendation to bolster the economic activity				
2.	Final report including updated economic profiles, priority action plans, and comprehensive economic assessment, which incorporate outputs from field surveys	-do-	-do-	180 Days	40%

6. Team Composition & Qualification Requirement for the Key Experts for Phase-I & II

The task would be completed through a core team consisting of the following members having strong experience in their respective field. The consultant may engage additional short-term resources for surveys and other work, as needed.

Sr. #	Key Professionals	Nos	Man months Phase-1	Man months Phase-2	Experience & Qualification
1.	Team Leader	1	4	6	<p>16 years of education or higher degree in Economics/ Business Economics/ Business Administration/ Management with more than 15 years of post-qualification experience in planning, designing, managing capacity building/ governance initiatives.</p> <p>More than 15 years of relevant experience in public / private sector institutions</p> <p>Must have technical experience in design and conduct of different surveys regarding Economic potential of the cities</p> <p>Strong knowledge of development and planning processes and having analytical skills to evaluate and assess the organizational performance management</p> <p>Working experience of Donor Funded Projects and Local Governments will be an added advantage</p> <p>Excellent computer skills in MS Word, Excel and Power Point.</p>

Sr. #	Key Professionals	Nos	Man months Phase-1	Man months Phase-2	Experience & Qualification
2.	Urban Economist	1	4	6	<p>16 years of education or higher degree in Development Economics, Business Economics, Econometrics and Urban Development with more than 15 years of post-qualification experience in the field of urban economic analysis, economic modeling, demographic analysis and strategic planning. Ability to identify market gaps and opportunities with special emphasis to development impact and creation of sustainable long-term growth.</p> <p>Ability to deliver cutting-edge economic research, including contributing towards economic analysis, which supports local governments in achieving sustainable and resilient development</p> <p>Familiarity or experience with common economic development planning tools and funding and experience working with government agencies. Working knowledge of LG&CDD and PLGAs will be added advantage.</p>
3.	Urban Planner	1	4	6	<p>16 years of education or higher degree in Urban and Town Planning with main experience on Urban Development with more than 12 years of post-qualification experience in the field of urban economic analysis, economic modeling, demographic analysis and strategic planning. Ability to identify market gaps and opportunities with special emphasis to development impact and creation of sustainable long-term growth.</p>
4.	Statistician	1	4	6	<p>16 years of education or higher degree in Statistics, Economics, Business Economics (with statistics as major subject) and Urban Development with more than 10 years of post-qualification experience in the field of statistical analysis, economic modeling, demographic analysis and strategic planning. Ability to identify market gaps and opportunities with special emphasis to development impact and creation of sustainable long-term growth.</p> <p>Ability to deliver various economic analyses, which provides basis to make evidence-based decision.</p> <p>Familiarity or experience with common economic development planning tools and</p>

Sr. #	Key Professionals	Nos	Man months Phase-1	Man months Phase-2	Experience & Qualification
					funding and experience working with government agencies. Working knowledge of LG&CDD and PLGAs will be added advantage
5.	Information Technology Expert	1	3	3.5	16 years of education or higher degree in IT/ Computer Sciences/ Software Development. Having more than 10 years of experience in developing IT solutions with experience of soft- ware development and providing IT support. Proven professional experience in developing and managing databases. Proven professional experience in web technologies including their development & deployment and development of web-based information systems; and good understanding of development results and Results Based Management Concepts.
6.	Value Chain Analysis Expert	1	3	3.5	16 years of education or higher degree in marketing, economics, socio-economic development, development planning, supply chain management, logistics, business management or related fields. Having more than 10 years of proven professional experience in market assessments, local economic development, value chain development, strategic planning, etc. Good understanding of implementation of a discrete work products (Cost of Farm Products and Added Value, and Export Logistics & Delivery Strategy) and support other work streams (including Cluster Operational Delivery) and support the delivery of the broader Cluster project.
7.	Report Writing Expert	1	4	5	16 years of education or higher degree in English/Economics/ Business Economics/ Business Administration/ Management/Mass Communication+ & other relevant subject having more than 8 years of post-qualification experience in developing / compiling reports as per need of the assignment.
8.	Research Analysts	2	3	4	16 years of education or higher degree in Economics/ Business Economics/ Business Administration/ Management+ & other relevant subject with more than 4 years of post-qualification experience in developing / compiling reports as per need of the assignment.

Sr. #	Key Professionals	Nos	Man months Phase-1	Man months Phase-2	Experience & Qualification
9.	Field Surveyors	4	16	24	16 Years of education or higher degree Statistics/Social Sciences/Economics/Business Administration and management or other relevant fields with minimum 2 Years of post- qualification experience in carrying out such surveys

7. Duration of the Assignment:

Phase - I

The assignment is to be completed within 4 (four) months i.e., (120 days) per the timelines for submission of deliverables.

Phase-II

The assignment is to be completed within 6 (Six) months i.e., (180 days) per the timelines for submission of deliverables.

Total 10 months i.e., (300 days)

8. Client's Input and Counterpart Personnel

- (a) PMDFC will share any relevant available data (through PMDFC introduced systems at MCs) needed for the assignment on the Consultants request.
- (b) Services, facilities and property to be made available to the Consultant by the Client
- (c) Orientation will be given on the existing practices prevailed in MCs
- (d) Professional and counterpart support personnel will be assigned by the Client to the Consultant's team from PCP Institutional Strengthening Team