

**TERMS OF REFERENCE (TOR) FOR HIRING OF
CONSULTANCY FIRM – IMPACT ASSESMENT OF INTERVENTIONS
UNDER THE “PUNJAB RESOURCE IMPROVEMENT AND DIGITAL
EFFECTIVENESS PROGRAM (PRIDE) PROGRAMME”**

Introduction & Background:

Punjab Resource Improvement and Digital Effectiveness program (PRIDE) supports the Public Financial Management Reforms Strategy and public finance management and governance pillars (pillars D and E) of RISE Punjab, which are the subsets of Punjab Growth Strategy, in the following areas:

(a) Strengthened Budget Formulation and Fiscal Risk Management

Activities include the support for: (i) organizational reforms in FD and P&DB; (ii) development of a medium-term fiscal framework incorporating fiscal impact of climate change; (iii) development of a regulatory framework to facilitate integration of recurrent and development budgets; (iv) improvements in public investment management; (v) management of fiscal risks, in addition to a framework of minimum standards that reflect the concerns of women, girls and vulnerable groups in disaster preparedness and response; (vi) development of a legal framework for disaster risk financing; (vii) strengthening capacity of LGs for disaster response; and (viii) establishment of the Disaster Risk Fund.

(b) Increased Use of Digital Technology for Delivery of Selected Public Services

Activities include the support for (i) review of existing business processes to identify redundant procedures; (ii) simplifying business processes to remove redundancies; (iii) digitization of public services for citizens and firms; (iv) improving women’s utilization of newly digitized services; (v) development of a legal framework for electronic payments, mobile money, digital identification, geospatial systems and cloud-based computing; and (vi) revision of PFC award to introduce a need-based formula for transfers from the Provincial Government to LGs and a performance grants scheme for targeted support to LGs for the vulnerable population of Punjab.

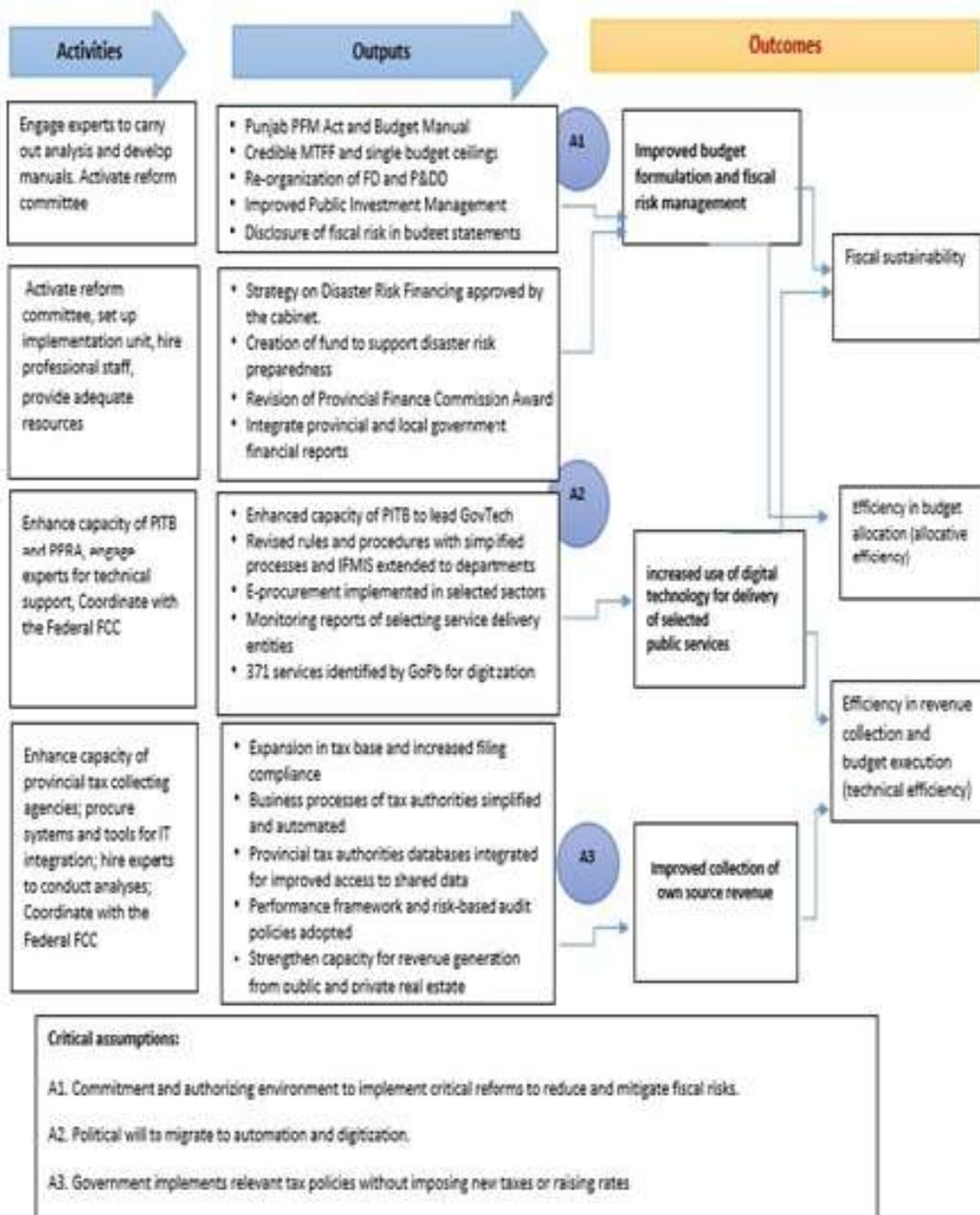
(c) Improved Collection of Own Source Revenue (OSR)

Activities include the support for: (i) coordination of revenue policy and implementation measures; (ii) impact assessment of COVID-19 and climate events of recent past (recurrent) on revenue, to inform the design of related revenue policies and the revenue mobilization strategy and plan of the Provincial Government; (iii) expansion of the service sales tax base and increased taxpayer compliance; (iv) integration of taxpayers’ data across three (3) tax authorities (selected taxes) and linkage with third party data; (v) simplification of tax administration processes and adoption of performance framework; (vi) development of online and mobile functionalities for tax payment; and (vii) building the capacity of ETNCD to modernize property valuation system to enhance revenue potential from public and private real estate.

The Problem:

Limited fiscal space and outdated, inefficient, paper-based PFM systems constrain the Government of Punjab's (GoPb) ability to invest in development priorities and mount an effective crisis response. The province's resource envelope risks shrinking unless fiscal liabilities are brought under control and own source revenue mobilization increases. To overcome this problem World Bank comes up with following theory of change for PRIDE Program:

Theory of Change:



Objectives and Scope of Work:

The objective of the assignment is to assess the impact of activities undertaken under PRIDE Program. The assessment should: (i) focus on key indicators required to measure the activities/ inputs, outcomes and impact of the planned activities as it is mentioned in the Program Appraisal Document (PAD) as well as PC-1. (ii) Set baselines and provide comparison before and after the program interventions (iii) Assess how the PRIDE is successful in relation to the five evaluation criteria (relevance, efficiency, effectiveness, sustainability and impact) and (iv) Evaluate the specific strategy and tactics for the areas of concern as outlined in the PAD, PC 1 and implementation manual for the program. In addition, using the Focus Group Discussions (FGD), Key Informant Interviews and case studies methods, assess beneficiaries' experiences and their perceptions of the programs' effectiveness, document successes, challenges and lessons learned, and develop recommendations for corrective measures.

The assessment of PRIDE program performance should have a special emphasis on:

- **Relevance** – how and to what extent the program activities consistent with identified needs and government priorities?
- **Effectiveness** – to what extent the program interventions contributed to achieve program objectives and outcomes, and the level of achievement in terms of undertaking activities as per the project design and workplan?
- **Efficiency** – are the programs' inputs and resources translated into concrete results in an economically feasible manner (based on the assessment of implementation delays, technical capacity issues; operational efficiency, and the economic rates of return)? What are the actual and expected changes occurred specially in cost and time (including positive and negative, direct and indirect) as a result of program interventions;
- **Sustainability** – to what extent the program benefits extend beyond the project duration including the assessment of the anticipated results and risks?
- **Social Inclusion of Vulnerable, Gender Equality and Women Empowerment** – to what extent the program activities contributed to the inclusion of vulnerable groups specially the women, achieve gender equality and women employment as outlined in the Program Appraisal document (PAD) and ESSA documents?
- **Innovation:** In what aspects did the program manage to bring innovative solutions to the problems identified in program documents? Highlight the challenges and provide unique methods to overcome challenges, and demonstrate exemplary approaches within the Public Financial Management context in Punjab.
- **Lessons Learned:** What are the key results (both positive and negative), insights, stories, and messages learned from PRIDE Program worthwhile reporting to improve the implementation of PRIDE and design the future programs in the field of Public Financial Management?

General Approach for the Assignment:

The proposed Impact Assessment will be conducted by using both quantitative and qualitative methods. The assignment will be undertaken in close coordination with the relevant staff of the Program Support Unit (PSU) and Public Financial Management Unit (PFMU) PRIDE. Impact Assessment report is to be submitted at the end of each year during the program period.

Phasing:

Each year the assignment will be undertaken in three key phases: preparation, implementation, data analysis and reporting. The assignment for each year (for the program period) will be completed after the presentation of results in a workshop. Progress reports on key deliverables may be requested during and at the completion of each stage. The specific activities include:

Preparation (2 months)

- Study the processes and procedures before the program's intervention and identify a baseline;
- Review the Program design documents and identify the key requirements for the Impact Assessment;
- Review the program log frame and identify assessment methodology required for each of the predetermined indicators to be measured on the Program Goals/activities and Objectives/Outcome levels;
- Identify and review available sources of secondary data; assess primary data collection requirements;
- Develop a full technical document discussing the survey instruments including sampling methodology and statistical assessment criteria; develop the sampling framework with a brief action plan;
- Prepare the questionnaires (for survey, FGD and KIIs), other survey tools, and the database system for data entry. The questionnaire should be comprehensive enough to cover the indicators as outlined in the Program Appraisal Document.
- Establish proper data quality procedures (i.e. avoiding duplications and controlling data integrity issues);
- Prepare an outline for the final report for the outcomes of the survey and the FGDs.

Implementation (2 months)

- Consultant is responsible for hiring and training of Enumerators and supervision of the field staff; the consultant will also dedicate one team leader for each implementing agency for effective coordination and to ensure that the enumerators follow the established guidelines and procedures;
- Undertake a pilot survey in one of the selected department/entities to test the methodology and questionnaire, and in discussion with relevant PSU and PFMU, PRIDE staff and other stakeholders to review the methodology/questionnaire as necessary;
- Conduct field visits and manage the necessary processes for data

collection and audio/video recording of FGDs and KIs. Coordinate data collection work and ensure full compliance with the data entry protocols, data privacy and protection rules, and the transcripts; the assessment process should respect ethical best practices in terms of obtaining consent from interviewees and respecting their right to privacy;

- Provide timely recommendation of inconsistencies and problems identified by the research team in implementation of the interventions;
- Consultant is responsible to make boarding lodging arrangements for its teams.

Analysis (1 month)

- Analyze and interpret the data/information collected, taking into consideration, the objectives, activities, outcome and outputs.;
- Prepare a detailed report and analysis based on the submitted outline during the preparation phase. Modify and amend the report if necessary based on the feedback from PSU and PFMU, PRIDE and other relevant stake holders.

Main Deliverables:

- **Impact Assessment Inception Report** – to be submitted within three calendar weeks of the date of contract signing. This report will include a fully elaborated Impact Assessment proposal including the approach and proposed survey instruments, sampling frames and sampling methodology, interviewing method, number of FGDs and the number of participants and locations, draft questionnaires and other survey tools, data processing and analysis methodology, outline of the final report and schedule of activities;
- **Pilot Report** – to be submitted within one month of the submission of the Impact Assessment Inception Report. This report will provide the results of a small pilot survey together with proposed changes to the survey instrument and questionnaire;
- **Draft Impact Assessment Reports** – to be submitted first week of June,2023 and similarly in the subsequent years (during the project period);
- **Final Impact Assessment Reports** – to be submitted during first week of June for the whole program period. Initially final reports for the previous two years should also be submitted. The final reports should be written in a clear and simple style, documenting the results of the Impact Assessment in accordance with the above terms of reference. The report will be written based on the submitted and approved outline during the preparation phase;

Final Workshop

Within one week of the submission of the Impact Assessment Report each year during program period, the results should be presented to PSU and PFMU, PRIDE staff and representatives of implementing partners and stakeholders for validation.

Submission of Final Report

- Each year the Final Impact Assessment Report will be submitted in English and Urdu (3 copies each) languages. All reports and data

collected must be provided to the PSU and PFMU, PRIDE, together with copies of all questionnaires, audio/video recordings (if any), transcripts and all other relevant material and information collected or generated during the survey.

- All annual Impact Assessment Reports should be combined at the end of Program period and impact of the program be presented in the report with data. Final combined Report for the Program Impact should be submitted in English and Urdu (3 copies each) both in hard and soft form.

Duration of the Assignment:

3 years (Extendable)

Key Team:

Team Lead

Qualification:

At least Master's Degree, business administration, economics, social sciences, or other related fields

Experience:

- A minimum of 15 years of professional experience in relevant field including at least 10 years' experience of designing and implementation of M&E systems and Impact Assessment studies of donor funded projects out of which 5 years of experience of impact assessment of PforR projects financed by the World Bank.
- At least 3 years of experience as a project manager/ coordinator/team leader under projects/programs in the public sector/ International Donor Agencies.
- In depth knowledge and experience of cross cutting issues and thematic areas Experience of Public Financial Management, Governance, Institutional Reviews, Business Process Re-engineering and Digitization of functions of Public Sector organizations.

Public Financial Management Expert

Qualification:

Master's Degree in Finance/ Public Finance / CA/ACCA/CFA/ICAEW

Experience:

10 years' experience of related work including hands on experience in M&E of Public Financial Management reform projects in Public Sector Organizations or donor funded Programs/Projects.

Senior Analyst

Qualification:

At least Master's degree in statistics, economics, business administration, social sciences, Data Sciences or other related fields

Experience:

- A minimum of 10 years of professional experience with at least 3 years of experience as a data/business analyst, statistician, or data specialist, or program specialist.
- Must have practical experience in using statistical software or data mining tools
- Minimum 2 years of working experience in the design and implementation of surveys, analysis of various types of data sets, mapping survey results, and/or data mining. Experience in working with Governmental Organizations, /or International Donor Agencies.

M&E Expert

Qualification:

Master's degree or equivalent in Project Management, Economics, Finance, Business Administration, Public Administration or related discipline

Experience:

A Minimum of 10 years of relevant work experience with at least 5 years' experience of M&E in public sector organization and donor funded projects. Knowledge of essential M&E tools e.g. MS Project, PRIMAVERA, Base camp, PERT, Logical Framework etc. Proficiency in IT and report writing skills.

Field Survey Coordinator

Qualification:

At least Master's degree in statistics, economics, business administration, social sciences, or other related fields

Experience:

- A minimum of 5 years of professional experience. At least 3 years of experience as a field coordinator, survey team leader, or in a similar role and minimum 2 years of working experience in coordinating and/or training of field survey teams or enumerators.
- Experience in working with Governmental Organizations and International Donor Agencies funded Program.