

## Upazila Governance & Development Project (UGDP)

Local Government Division

DPHE Bhaban

14, Shahid Captain Monsur Ail Sarani

Kakrail, Dhaka-1000



### Terms of Reference

for

### Selection of consulting firm for 2<sup>nd</sup> Performance Assessment of Upazila Parishad

#### 1. GENERAL

##### 1.1 Background of the Service

Having steered steadfastly toward decentralization over the years, the Government of Bangladesh (GoB) identifies strengthening local governance as an important element of its nation-building. The country's long-term development plan, "Outline Perspective Plan of Bangladesh 2010-2021," acknowledges the critical role of Local Government Institutions (LGIs) in promoting rural development and alleviating poverty. It envisions further devolution of power, functions, and fiscal authority to LGIs in the long term. The current mid-term development plan, that is "the Sixth Five Year Plan," also clearly upholds that reinforcing local governance is a high priority in Bangladesh.

Bangladesh employs a three-layer local government system: District (or Zila Parishad), Upazila Parishad and Union Parishad. Being a middle tier local government unit, Upazila Parishad occupies an increasingly significant position in the decentralized service delivery in Bangladesh and notably its institutional basis has been consolidated in recent years. The Upazila Parishad Act was enacted in 1998, followed by successful Upazila Parishad elections in 2009 and 2014. The Annual Development Program (ADP) has been enhanced for Upazila Parishads. However, despite the strong commitment of GoB, institutional strengthening of Upazila Parishads is still a far-reaching undertaking. Compared with Union, governance at the Upazila level still has many challenges. For one, linkage between Union Parishad and Upazila Parishad remains weak particularly in development coordination.

In light of the above, a yen-loan project, Upazila Governance and Development Project (UGDP) is proposed to enhance the capacity of Upazila Parishads to carry out their mandates and public services delivery to the citizens more effectively. UGDP is designed to gradually expand its coverage of Performance Based Allocation (PBA) of the additional development funds to Upazilas during its 6 year (2015/16-2020/21) project period, in the manner starting with 100 Upazilas and adding another 100 consecutively in the following years.

While the Loan Agreement (No. BD-85) between two governments has been executed in December 2015 and the Development Project Proposal (DPP) for UGDP was authorized by GoB in March 2016, JICA assisted the implementation of the First Round Performance Assessment of UGDP within the framework of its technical assistance scheme, titled "the Special Assistance for Project Implementation for Upazila Governance and Development Project" (SAPI), during November 2015 to April 2016.

In August 2016, the Project Management Unit (PMU) for UGDP is established. PMU is charged with the responsibilities to implement and supervise all aspects of UGDP and as the timing for the Second Round Performance Assessment is approaching, PMU will conduct the "selection of 2nd round, 200 target Upazilas" through a survey and assessment of current performance of all Upazila Parishads in Bangladesh.

##### 1.2 Objective of the Service

The objectives of the performance assessment survey of Upazila Parishads (the Work) are to collect data of performance indicators for conducting performance assessment of all Upazila Parishads and rank according to the performance scores.

The Contractor will form the Survey Team, which will work under the supervision of PMU. The Survey Team will be responsible for collecting and analysing the data of performance indicators in order to assess the performance of Upazila Parishads and for preparing reports.

### 1.3 Target Area

The target area covers all Upazila Parishads in Bangladesh.

### 1.4 Duration of the Service

The Service shall be carried out tentatively from June 2017 until August 2017.

## 2. WORKS TO BE PERFORMED

### 2.1 Scope of the Service

The scope of the Contractor is outlined in the following. The Service is divided into the following four stages.

#### a) Stage I - Preparatory Work;

- Inception report
- Briefing to Project Director (PD) and Deputy Project Directors (DPDs) of PMU
- Pre-testing
- Training of surveyors
- Schedule arrangement with Upazila Parishads

#### b) Stage II - Data Collection;

- The performance indicators of each Upazila should be collected by visiting respective Upazilas one by one, using the questionnaire to be provided by PMU. The performance indicators consist of four (4) precondition indicators for screening and sixteen (16) indicators for ranking by scoring.
- The Survey Team shall be comprised of at least two surveyors, and the two will make a survey at each Upazila together. A list of surveyors' names, indicating the survey team, shall be prepared. The number of survey team shall be determined in consideration of the duration of the whole survey period and the necessary days for the survey on each Upazila.
- The detailed visiting schedule to each Upazila, including which survey team will visit which Upazila at when, shall be elaborated in the survey plan. The survey plan shall be realistic to ensure the smooth implementation of the survey. For instance, at least two (2) days which exclude the moving time shall be basically required for the survey per Upazila.
- The Survey Team shall conduct an interview survey and collect evidence of performance indicators based on the questionnaires to be provided by PMU. All the data filled in the questionnaires must be proved by collating with official and approved documents in writing or by official websites, and photocopies of those documents should be compiled as the proof. Without the accompaniment of any official evidences, the data collected for the questionnaires will be regarded as unacceptable for the Work. The Survey Team shall use printed questionnaires with signatures of the survey team leader, the surveyor and the responsible person of Upazila Parishad (both Chairperson or Vice Chairperson of Upazila Parishad and UNO or his/her representative) on it. The detailed procedure of the collection of performance indicators will be explained and be instructed by PMU before launching the Work.

#### c) Stage III - Data Aggregation and Analysis;

- Based on the performance indicators collected from each Upazila Parishad, the performance assessment shall be conducted. PMU will provide the data input format (in EPI DATA format) and the Contractor shall fill the format after the thorough data cleaning. The Contractor shall analyze and summarize the results and prepare a ranking of all Upazila Parishads, with clarifying those disqualified Upazilas after screening and top 200 Upazilas after scoring, in both Bengali and English languages in the format (MS Excel) to be provided by PMU.



#### d) Stage IV - Preparation of Final Report

##### Briefing and Training

The selected firm will be given a briefing on the assignment and a half day long workshop will be held for the enumerators, by the PMU, prior to actual execution of the survey.

##### Spot and Sample Checks

The PMU may, at its own discretion and without any recourse or information to the Firm, conduct spot checks and sample checks to ensure that the work of enumeration is being carried on rigorously and with due regard to the principles of the exercise, both in letter and spirit.

##### Penalties

PMU shall impose penalties on the firm if it is found that enumeration has not been carried out in the manner contractually agreed.

##### Tenure of Assignment

The Assignment shall have to be completed within 90 days of start.

##### Criteria for evaluation

The Consulting firm will be evaluated accordance with the PPR 2008. The selection method will be 'Quality and Cost Based Selection (QCBS)' as per PPR 2008 guidelines for the appointment of the consultant. Detail information will be in RFP.

##### Eligibility of Firm

Given that this endeavor involves fielding of complex survey modules on a national scale, it is imperative that the survey firm must have a well established track record in undertaking such complex surveys in Bangladesh. It is essential that the survey firm must have experiences in collecting data on children, households, communities, schools, and teachers. The firm must include staff with demonstrable expertise in designing (both sampling and survey instruments) and administering complex surveys of households, communities, and schools in the Local Governance of Bangladesh.

#### 2.2 Reports and Materials to be submitted

The major reports/materials to be submitted as the outputs of the Service are as follows:

| Item                                    | Due Date                                                   | Format                      |
|-----------------------------------------|------------------------------------------------------------|-----------------------------|
| Output 1: Questionnaires and Proof Data | Final output: XX June 2017                                 | Hard copy                   |
| Output 2: Data of Performance Indicator | Draft output: XX June 2017<br>Final output: XX July 2017   | Electronic copy             |
| Output 3: Final Report                  | Draft output: XX July 2017<br>Final output: XX August 2017 | Hard copy & electronic copy |

- Other materials shall be required during the survey if necessary.

#### 3. TEAM COMPOSITION

| SN | Position           | Qualification and experience                                                                                                                                                                                                                                                                                                                                                                                  |
|----|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Team Leader        | <ul style="list-style-type: none"><li>• Post-graduate degree in Social Sciences, Education, Economics, Statistics or related field.</li><li>• Minimum of 10 years relevant professional experience in research.</li><li>• Strong experience in conceptualizing and implementing verification studies within the context of Bangladesh.</li><li>• Excellent communication and report writing skills.</li></ul> |
| 2  | Deputy Team Leader | <ul style="list-style-type: none"><li>• Post graduation degree in Social Sciences, Education, Economics, Statistics or related field.</li></ul>                                                                                                                                                                                                                                                               |



|   |                  |                                                                                                                                                                           |
|---|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |                  | <ul style="list-style-type: none"> <li>• Minimum 5 years of experience as a survey manager/Master Trainer.</li> </ul>                                                     |
| 3 | Surveyors        | <ul style="list-style-type: none"> <li>• Minimum of bachelor degree.</li> <li>• Minimum 5 years of experience as a research Surveyors/ assistants</li> </ul>              |
| 4 | Data Entry Staff | <ul style="list-style-type: none"> <li>• Minimum of bachelor degree in computer science.</li> <li>• Minimum 5 years of experience as a database administrator.</li> </ul> |

Experts of the Contractor shall commute to the office of PMU as and when required, in order to maintain close communication with PMU, according to the schedule of the Service and work volumes at certain points.

#### 4. WORK SCHEDULE

The following Table presents the work plan of the Service by stages.

**Table: Work Plan of the Service**

| Task     | Activities to be Performed                                                                                      | Time Frame                                        | Outputs                     |
|----------|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------|-----------------------------|
| <b>1</b> | <b>Preparatory Work</b>                                                                                         | <b>01-15 Jun. 2017</b>                            |                             |
| 1.1      | Inception Report (IR)                                                                                           | 01-04 Jun.2017                                    | IR                          |
| 1.2      | Briefing to Team Leader (TL) and Deputy Team Leader (DTL) & Others.                                             | 05 Jun. 2017                                      |                             |
| 1.3      | Pre-testing of 02 (Two) Upazilas                                                                                | 07-08 Jun. 2017                                   |                             |
| 1.4      | Training of surveyors                                                                                           | 11-12 Jun.2017                                    |                             |
| 1.5      | Arrangement of Visits to Upazilas                                                                               |                                                   |                             |
| 1.5.1    | Preparation and submission of Time Plan to the PMU                                                              |                                                   |                             |
| 1.5.2    | Collection of Letter of LGD by the PMU requesting each Upazila to extend necessary cooperation to the surveyors | On or before 09 Jun. 2017                         |                             |
| 1.5.3    | Dispatching the LGD letter to each Upazila along with Performance Assessment Indicators for their preparedness  |                                                   |                             |
| <b>2</b> | <b>Data Collection</b>                                                                                          | <b>13-29 Jun.2017</b>                             |                             |
| 2.1      | Surveyors' preparation and start journey to respective Upazila                                                  | 14 Jun. 2017                                      |                             |
| 2.2      | Start Field work for data collection as per performance indicators format/ questionnaire                        | 15 Jun. -29 Jun. 2017                             |                             |
| 2.3      | Surveyors leaving Upazila after data collection                                                                 | 30 Jun. 2017                                      |                             |
| 2.4      | Progress review meeting with PMU                                                                                | 12, 19, Jun. 2 Jul & 17, 28 Feb. 2017 (Tentative) |                             |
| 2.5      | Output-1: Questionnaires and Proof Data                                                                         | 07 Aug. 2017                                      | Hard copy                   |
| <b>3</b> | <b>Data Aggregation and Analysis</b>                                                                            | <b>02-14 Jul. 2017</b>                            |                             |
| 3.1      | Tabulation of Collected Data                                                                                    | 30 Jul -03 Aug. 2017                              |                             |
| 3.2      | Analysis of Collected Data                                                                                      | 06 -10 Aug. 2017                                  |                             |
| 3.3      | Output-2: Data of Performance Indicators-Draft & Final                                                          | 10 & 14 Aug. 2017                                 | Electronic copy             |
| <b>4</b> | <b>Preparation of Final Report</b>                                                                              | <b>13-31 Aug. 2017</b>                            | <b>Final Report</b>         |
| 4.1      | Preparation of Draft Report                                                                                     | 13-17 Aug. 2017                                   |                             |
| 4.2      | Output-3: Submission of Draft Report                                                                            | 20 August. 2017                                   | Hard copy & electronic copy |
| 4.3      | Discussion meeting on draft report                                                                              | 24 August. 2017                                   |                             |
| 4.4      | Finalization of draft report                                                                                    | 28 August. 2017                                   |                             |
|          | Output-3: Submission of final report                                                                            | 31 August. 2017                                   | Hard copy & electronic copy |



## 5. PERSONNEL SCHEDULE

(Following table will be replaced with updated one when the schedule plan is finalized)

Following Table presents the indicative schedule of involvement of the Contractor's team members:

| Team                  | Task             | 2017 |   |   |   |      |   |   |   |        |   |                |       | Person Months |
|-----------------------|------------------|------|---|---|---|------|---|---|---|--------|---|----------------|-------|---------------|
|                       |                  | June |   |   |   | July |   |   |   | August |   |                |       |               |
|                       |                  | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3              | 4     |               |
| 1. Team Leader        | Preparatory Work | ■    | ■ |   |   |      |   |   |   |        |   |                |       | 1.8           |
|                       | Field Visit      |      |   | ■ | ■ |      |   | ■ | ■ |        |   |                |       |               |
|                       | Reporting        |      |   |   |   |      |   |   |   | ■      | ■ | ■              | ■     |               |
| 2. Deputy Team Leader | Preparatory Work | ■    | ■ |   |   |      |   |   |   | ■      | ■ | ■              | ■     | 1.8           |
|                       | Field Visit      |      |   | ■ | ■ |      |   | ■ | ■ |        |   |                |       |               |
|                       | Reporting        |      |   |   |   |      |   |   |   | ■      | ■ | ■              | ■     |               |
| 3. Field Surveyors    | Field Visit      | ■    | ■ | ■ | ■ | ■    | ■ | ■ | ■ | ■      | ■ | ■              | ■     | 98.0          |
| 4. Technical Staff    | Data Input       |      |   |   |   |      |   |   |   | ■      | ■ | ■              | ■     | 2.0           |
|                       |                  |      |   |   |   |      |   |   |   |        |   | Person-months: | 103.6 |               |

## 6. SUBMISSION OF EOI

Expression of Interest shall include;

- 1) **Legal Status**
  - Year of Registration (at least 5 years experience in professional areas of similar type of studies)
  - IT, VAT, Trade license, certificate of incorporation
- 2) **Experience**
  - At least 3 similar types of studies in the last 5 years. Preferences will be given to those having experience of household survey.
- 3) **Key Professionals Qualifications**
  - Minimum qualifications as per ToR
- 4) **Financial Soundness**
  - Audit and Accounts Records
  - Average Annual Turnover of last 3 years (in BDT lac)
- 5) **Institutional Soundness**
  - Office Space
  - Equipments and logistics
- 6) **Professionals in the regular payroll of the firm**

## 7. PAYMENT MODALITIES

The source of Fund is JICA & GoB and payments would be out put basis. The Tax and VAT would be deducted at source as per GoB rules.

| Sl.No. | Key deliverables                                                                                                               | Time line                              | Payment Modality                 |
|--------|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------|
| 1      | Inception Report                                                                                                               | By 2 <sup>nd</sup> week of the contact | 10% of the total contract amount |
| 2      | Interim Report<br>(after engagement of the Surveyors and data entry operators, providing training of the finalize questioners) | By 5 <sup>th</sup> week of the contact | 20% of the total contract amount |
| 3      | Draft Final report with soft copy in CD.                                                                                       | 11 <sup>nd</sup> week of the contact   | 30% of the total contract amount |
| 4      | Final report after acceptance                                                                                                  | 13 <sup>th</sup> week of the contact   | 40% of the total contract amount |

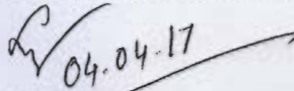


## 8. SUBMISSION OF PROPOSAL

Request for Proposal (RFP) document (Based CPTU format) will be given to the best-qualified and experienced firm following the evaluation of EOI. Proposals shall include;

- Technical proposal: The technical proposal should include (i) brief explanation about the Consultancy firm with particular emphasis on previous experience in this kind of work; (ii) understanding of the TOR and the task to be accomplished including methodology; (iii) profile of the key persons to be involved in undertaking the assignment; (iv) work plan with a proposed time line suggesting approximate dates for field visits, their duration, and team members.

\* Financial Proposal: The financial proposal should provide cost estimates for services rendered including daily consultancy fees accommodation and living costs; transport cost; stationeries, and supplies needed for data collection; enrichment workshop etc. The financial proposal shall be exclusive of IT, VAT and all other direct and indirect tax, as applicable

  
(Md. Mohsin)  
Project Director (Joint Secretary)

