



CITY DISTRICT GOVERNMENT FAISALABAD



CONSULTANCY OPPORTUNITY

Name	6 Months Governance Assignment		
Consultants	14 National		
Duration	6 Months	Projected Start Date	Aug/Sep 2009

1. BACKGROUND

To implement the institutional change and reform effort, a Strategic Policy Unit (SPU) was set up by CDGF in 2002 as a policy “think-tank” and the main driver of the change management agenda within the district. In April 2004, district government in Faisalabad embarked upon an ambitious institutional change and reform effort with the grant assistance of UK's Department for International Development (DFID), which sought to change the ways in which district government works and thereby improve service delivery.

The DFID project's ultimate goal was to use the intervention to work towards sustained poverty reduction in Faisalabad. Its main purpose was to facilitate the transformation of Faisalabad local government into an open, effective and efficient public sector entity. To be achieved through improved systems of planning, budgeting and managing human resources, better interaction between the administration and political representatives and wider citizenry. Adopting new technologies to develop management based systems for acquiring and disseminating information. Information and communication technologies (ICTs) have been at the heart of the programme and witnessed the city government's transformation. With a cohort of key technical resources, provided by the DFID, the SPU, has played a major role in facilitating the local public sector reforms and it has been instrumental in assisting Faisalabad become a more modern administration.

The extension of SPU envisages the provision of a number of specialized resources that will be mobilized in accordance with the requirements of the Program. These resources will vary from project management to sector specialists for areas such as finance, human resource management, information and communication technology, monitoring and evaluation and training and capacity development. These key skills and positions will need to be supported by a raft of additional resources to manage initiatives and provide technical assistance and back stopping office functions particularly where technology will be such an important part of the program. Experience from the current Project reveals these additional resources to be vitally important in successfully implementing a program for an organization of this scale.

2. SCOPE OF WORK

The key thrust of the 6 months initiatives is to deepen and broaden the reforms in two areas which include Financial Management and Human Resource Management. The GIS/Information Systems will be strengthened to facilitate the both sectors to achieve

their objectives. It is expected that the following outputs will be an outcome of this assignment;

Financial Management

- Integration of FMIS with PIFRA
- Strengthening of school based budgeting in Jaranwala Town
- Strengthening of existing resource centres and development of new for online budgeting, reconciliation and releases.
- Further Development and implementation of Reconciliation, Planning and Release Modules and integration with PIFRA
- Training of all Bill clerks on Budget and Planning and NAM
- Study to check the availability and status of IT Facilities in all Government Offices
- Integration of RMIS with GIS
- Property Tax -study on potential of the property tax
- Updating of existing RMIS Data and conduct commercialization survey
- Rollout of RMIS

Human Resource Management

- Strengthening of HRMIS and development of new modules such as seniority list, skill audit, employee document capturing module etc.
- Updation of existing employee record, Data collection of new employee record
- Strengthening of existing HR resource centres and development of new
- Link HRMIS with FMIS and develop user manual of HRMIS
- Strengthening of existing Biometric Attendance System
- Develop Minimum Performance Standard and set performance indicators (Departmental and up to DO level)
- Develop & introduce Non-financial reward system especially recognition schemes
- Identification of trainings needs (up to Deputy District Officer level)
- Management Development Programmes based on TNA (Only top 2 trainings)
- Customer service training for front line staff (100 only)
- Develop & Introduce induction programmes
- Employee opinion survey (sample size)
- Reform Training for district management
- Training and development of district management on reform

Geographic Information System (GIS)

- UC Folders for Chak Jhumra Town
- Establishment of GIS resource centre at District Planning Department and at Town level
Access of GIS application to DCO, Nazim and all EDOs and Director Development & Finance
- Training on GIS application
- Completion of Map of Main metalled Roads (link roads) in the District (161 Union Councils)
- Training of the DO Planning, DDOs Planning, DO Spatial Planning, DO Solid Waste, DO Environment, DO Roads, DO Building, DO Health, DO Building, DO Enterprise, DO Revenue on using maps and GIS application
- Update and Verify of Survey data for Jaranwala Town based of current Field survey
- Digitizing, Data entry & linking to GIS application of Jaranwala town Data

Research and Studies

- Participatory Union Council Development Plan
- Household survey in 6 Union Council to assess poverty level and to link with the GIS
- A sample based Perception Survey to gauge perceptions of the people about District Government Services (including Agriculture)

3. 6 MONTHS INPUT REQUIRED

The following key consultant input will be required for the period of six months;

Sr. No.	Expertise / Consultant	Category	Number	Input in Month (Six Months)
1	Deputy Team Leader / Institutional Development Specialist	National	1	6
2	Public Financial Management Specialist	National	1	6
3	Revenue Specialist	National	1	6
4	HRD specialist	National	1	6
5	Information Systems Specialist/GIS Specialist	National	1	6
6	GIS Field Specialist	National	1	6
7	GIS expert / IT Specialist	National	1	6
8	Senior Database Administrator	National	1	6
9	Network Administrator	National	1	6
10	Programmer – GIS	National	1	6
11	Programmer – MIS	National	1	6
12	Programmer – MIS	National	1	6
13	Social Sector Research Specialist	National	1	6
14	Social Sector Research Analyst	National	1	6

4. DUTIES AND RESPONSIBILITIES

The duties and responsibilities for each of the consultants listed above are given below:

Deputy Team Leader (DTL) / Institutional Development Specialist (1) – 6 Months

Technical

- Programme Management, as Deputy Team Leader, to work with the Overall Team Leader / Programme Manager in ensuring that programme activities are on target and within time and budget
- Institutionalize the system and processes developed into the normal working of the district departments
- Provide guidance to team member in fulfilling their terms of reference
- Maintain close liaison with the districts authorities, line departments and other stakeholders working in the project areas
- Detailed analysis of organizational/institutional requirement and propose innovative institutional structures for implementing the reform initiatives;
- Identify Training Needs and address ongoing training requirements.

Requirement

- Master in Social Sciences, Management Science or related discipline
- 5 - 8 years of work experience, preferably 5 years at devolved local government level is highly desirable
- Project management experience and worked on donor funded projects
- Strong understanding of the sector (Finance, Education, Health, Revenue and HR) issues at Provincial and District Government level is highly desirable

- Excellent knowledge of Provincial / District Government setup/ functioning /rules and regulations
- Proven experience of working on systemic changes at devolved local government level is essential
- Capacity to maintain close liaison with the GoPb and other stakeholders; and
- Sound verbal and written communication skills in English.
- Able to work congenially and productively with consultant team, counterparts and other project stakeholders

Public Financial Management Specialist (1) – 6 Months

Technical

- Institutionalize the existing tools into the normal working of department and also strengthen the existing resource centres for online budgeting, reconciliation and releases.
- Assess the capacity issues of the government staff on financial management issues and to develop and implement capacity building programmes for the staff
- Provide technical support to Finance Department in the strengthening of existing fiscal responsibility framework
- Design and Development of the Planning Module of the FMIS
- Design and Development of the Treasury Module of the FMIS

Requirement

- Master in Financial Management, MBA (Finance), M.Com. CA/CPA/ACMA or related discipline
- 3-4 years experience of Public Financial Management, preferably 3 years with the finance department at devolved local government level on similar position is highly desirable.
- Excellent knowledge of financial management system & procedure, rules & regulation and issues at Provincial and District Government level is highly desirable.
- Proven experience of designing online Financial Management Information System (FMIS), budget resource centres and developed 2-3 annual budget on FMIS for Devolved Local Government
- Proven experience of designing and conducting capacity building initiatives for Drawing and Disbursing Officers and their accounts clerks at Devolved Local Government level.
- Proven experience of designing, planning and conducting surveys such as advertisement & commercialization for Devolved Local Government.
- Excellent communication and writing skills and experienced in MS Office

Revenue Specialist (1) – 6 Months

Technical

- Institutionalize the existing tools into the normal working of department and also strengthen the existing tools
- Assess the capacity issues of the government staff on revenue management issues and to develop and implement capacity building programmes for the staff
- Provide technical support to Revenue Department in the strengthening and improving the existing revenue management systems
- Conceptualize and develop Asset Management Cell and Receipt Facilitation Centres
- Develop replication strategy of Revenue system and process in other districts

Requirement

- Master in Financial Management, MBA (Finance), M.Com. CA/CPA/ACMA or related discipline
- 5 years of relevant experience, preferably 3 years with the finance/revenue department at Devolved Local Government level is highly desirable.

- Excellent knowledge of financial & revenue management system & procedure, rules & regulation and issues at provincial and district level is highly desirable.
- Designed and developed Revenue Management Information System for Devolved Local Government
- Proven experience of designing, planning and conducting Asset Management (moveable and immovable) Advertisement & Commercialization for District Government.
- Excellent communication and writing skills and experienced in MS Office

Human Resource Development (HRD) Specialist (1) – 6 Months

Technical

- Coordinate in developing policies and frameworks with particular reference to Training & Development
- Review and analyze the capacity of government officials for replication of HRMIS, FMIS and other reform initiatives in other districts
- Design and develop training manuals and conduct trainings for government officials at district
- Arrange management and staff trainings and development programs
- Organize and arrange seminars, workshops and exposure visits
- Provide support and guidance to all sectors to full their sector training needs
- Arrange and conduct workshops and seminars

Requirement

- Master in Management Sciences, MBA, Public Policy, Public Administration, or related discipline
- 5-8 years work experience in the in the management filed, preferably 3 years with the Devolved Local Government level is highly desirable.
- Excellent knowledge of capacity issues at Provincial and City District Government level is highly desirable
- Proven experience of designing, planning and conducting Training Needs Analysis of Devolved Local Government employees.
- Proven experience of designing, planning and conducting trainings programmes for government officials at District Government level.
- Designed and developed training manuals for public sector
Excellent communication and writing skills and experienced in MS Office

GIS / Information Systems Specialist (1) – 6 Months

Technical

- Oversee and manage information system (GIS development) activities including IT infrastructure development, procurement of satellite imagery, digitising, data entry, data analysis, software development
- Prepare scaled GIS maps and drawings based on the data from different primary and secondary sources after quality assurance
- Strengthen the existing MIS's, develop new modules and design and coordinate the inputs of the software developers
- Identify the information needs of departments and capacity assessment of the government departments
- Develop role out plan for the replication of MIS's at Provincial SPU and in the selected districts

Requirement

- Master in IT, MSc GIS/ MSc Space Science/ MCS, or related discipline
- Minimum 15 years of GIS and IT experience, preferable 3 years at Devolved Local Government level on similar position is highly preferable

- Designed and developed MIS's for public sector especially for City District Government and able to link MIS's with GIS
- Excellent knowledge of Provincial /City District Government setup/ functioning /rules and regulations and their information needs
- Developed technical documentation and user manual.
- Able to work congenially and productively with consultant team, counterparts and other project stakeholders.

GIS Field Specialist (1) – 6 Months

Technical

- Develop Detail situational analysis of the relevant departments for services delivery and proposed for improvement as per relevant rules and policies of the government
- Coordination and provide facilitation to the Provincial Government departments, Local Governments and Development Agencies and contribute to use GIS for their strategic planning
- Manage the activities of data Collection & Field Survey including preparation of Questionnaire/ instruction manual as per departmental needs
- Manage Field Survey and public awareness campaigns and training programs of government departments including GIS awareness for different levels of stakeholders

Requirement

- Masters Degree in Social Sciences with technical certification of civil engineering skills / BE Civil or related discipline;
- Minimum 15 years work experience including 10 years within public sector. 5-8 years work experience at Devolved Local Government level and at least 2 year on similar position is highly preferable
- Well versed with Provincial & Local Government Planning Process and able to conduct several situation analyses of different departments on services delivery
- Well versed in the technical drawings and civil works assessment.
- Experienced in designing, conducting the technical surveys, socio-economic/ poverty assessment surveys, services assessment surveys and water quality assessment survey.
- Able to design and conduct GIS public awareness campaigns, training programs for government officials and other stake holders
- Able to work congenially and productively with consultant team, counterparts and other project stakeholders.

GIS expert / Information Technology Specialist– 6 Months

Technical

- Strengthen the existing GIS and prepare scaled GIS maps and drawings based on the data from different primary and secondary sources after quality assurance
- Prepare GIS data and products including conversion, translation, and incorporation of various formats of both spatial and tabular data into standardized GIS feature data sets
- Development of professional cartographic products using the current GIS tools, applying complex GIS spatial and network analysis methods, and using and developing RDMBS and ESRI geo databases
- Identify the information needs of departments and capacity assessment of the government departments

Requirement

- BS Computer Sciences/ BCS/ MCS Preferable MSc Space Sciences/ MSc GIS/
- Minimum of 3-5 years work experience, 2 year at Devolved Local Government level on similar position is highly desirable

- Excellent knowledge of Provincial /City District Government setup/ functioning /rules and regulations and their information needs
- Strong understanding of integrated GIS/GPS principles, systems and technologies, remote sensing as a source of data represented by GIS layers.
- Experienced in using ESRI products including Arc GIS 9.x Desktop, GIS hardware (plotters, large format scanners, GPS etc.) and in Satellite image processing, rectification, mosaicing
- Experience with database management
- Arranged and conducted several training to GIS staff for on screen digitization using Satellite Imagery, Scanning, and Printing

Senior Database Administrator (1) – 6 Months

Technical

- Train and develop technical support and applications staff to better utilize on-line processing databases environment.
- Design tools to assist in the management of the database and transaction processing environment.
- Develop a working model of transaction processing environment for capacity assessment and planning.
- Develop a methodology for the ongoing assessment of database performance and the identification of problem areas.
- Develops a security scheme for the database environment, as well as assisting in disaster recovery if necessary.

Requirement

- BS Computer Sciences/ BCS/ MCS *Preferable* MS Computer Sciences
- 5-7 years IT operation with strong understanding of database structures, theories, principles, and practices, preferable 4 years in Devolved Local Government level on similar position is highly desirable
- 2-3 years Microsoft SQL Server experience
- The applicant must have solid experience with 'SQL Server 2005, database administration, database tuning, database management, database security, DBMS'.
- Understanding and experience with, server-client computing and relational database environments and data management and data processing flowcharting techniques
- Excellent knowledge of Provincial /City District Government setup/ functioning /rules and regulations and their information needs
- Proven experience of writing technical documentation as well as user manual and practical experience of training Government staff on different MIS/GIS.
- Able to work congenially and productively with consultant team, counterparts and other project stakeholders.

Network Administrator– 6 Months

Technical

- Strengthen the existing Network and also designs, installs, upgrades, configures, and repairs local and wide area network hardware and infrastructure.
- Prepares budget needed for district networking needs.
- Evaluates, tests, and recommends appropriate technology for use in the District environment.
- Installs and tests computers and related network hardware in a networked environment.
- Installs and tests approved software and software upgrades in a networked environment.
- Coordinates development and maintenance of network benchmark standards.
- Maintains network maps of all sites.
- Trains site coordinators with simple network troubleshooting techniques.

Requirement

- A minimum of 8-10 years of work experience with the design, specification, installation and support of local and wide area computer networks in public sector preferably 5 years Devolved Local Government level on similar position is highly desirable
- Excellent knowledge of Provincial /City District Government setup/ functioning /rules and regulations and their information needs
- Strong understanding with computer networking systems like Windows, Linux or similar computer networks, network hardware and peripheral equipment and computer /network security systems, applications, procedures, and techniques
- Ability to install, configures, and maintains personal computers, networks, and related hardware and software.
- Ability to identify and resolve computer system malfunctions and operational problems.
- Able to work congenially and productively with consultant team, counterparts and other project stakeholders.

Programmer – GIS (1) – 6 Months

Technical

- Create map documents using ArcGIS Desktop and design Geo-database to be used with GIS Application using SQL Server 2005 as well as ArcSDE.
- Administer ArcGIS Server and manage respective web services.
- Develop GIS web application using visual studio 2008 with database server MS SQL 2005.
- Integrate different information system/data from other departments in the application mentioned above.
- Design useful geographic reports/maps after analyzing data incorporation with other team member and manage web and database servers.

Requirement

- BS Computer Sciences/ BCS/ MCS, MS Computer Sciences will be highly preferable
- Firsthand experience in Visual Studio 2008 (especially VB.Net & ASP.Net), SQL Server 2005, Crystal Report 10, Java Script, HTML, CSS, AJAX, ArcGIS Desktop, ArcGIS Server and ArcSDE.
- A minimum of 2-3 years programming experience and experience at Devolved Local Government in GIS development is highly preferable.
- Must have sound understanding and knowledge of different department (both devolved and non-devolved) working at the district/tehsil/town level.
- Capable of handling application security issues and restructuring existing web applications by maintaining existing standards to optimize performance.
- Must be able to integrate different data/information systems from Government departments at one platform of GIS.
- Developed technical documentation as well as user manual and practical experience of training Government staff on different MIS/GIS.
- Must have good analysis capabilities regarding GIS to extract useful information for planning purpose
- Capable to create map documents as well as management of services for web application of GIS
- Able to work congenially and productively with consultant team, counterparts and other project stakeholders

Programmers - MIS (2) – 6 Months

Technical

- Strengthen the existing Information Systems (HRMIS, FMIS, GIS etc.)
- Design and develop new modules and link with GIS

- Capacity development of government officials through on job support and training
- Replicate MISs at Provincial SPU and in other district's
- Perform or direct revision, repair, or expansion of existing programs to increase operating efficiency or adapt to new requirements.
- Write new program code using prescribed specifications
- Compile and write documentation of program development and subsequent revisions, inserting comments in the coded instructions so others can understand the program.

Requirement

- BS Computer Sciences/ BCS/ MCS, MS Computer Sciences will be highly preferable
- Solid programming experience in 'Visual Basic .NET, ASP .NET, AJAX and Java Scripts, SQL Server databases, SQL, ADO.NET preferable SQL Server 2005 or 2008 and Crystal Reports'
- Minimum of 2-4 years work experience at similar position in public sector especially at Devolved Local Government level is highly desirable.
- Designed and developed MIS's (HRMIS/FMIS/Revenue MIS, CCBMIS/ Biometric Attendance System) for public sector especially for District Government
- Excellent knowledge of Provincial /City District Government setup/ functioning /rules and regulations and their information needs
- Able to link HRMIS/FMIS/Revenue MIS/CCB MIS/Other MISs with GIS
- Developed technical documentation as well as user manual and practical experience of training Government staff on different MIS/GIS
- Able to work congenially and productively with consultant team, counterparts and other project stakeholders

Social Sector Research Specialist (1) – 6 Months

Technical

- Provide technical assistance and practical guidance in designing and conducting social sector surveys and research studies
- Design and develop survey questionnaire like socio-economic surveys, perception surveys, poverty assessment surveys etc.
- Preparation and finalization the survey/research study methodology and sampling framework
- Provide advise on improving existing policies of social development and develop strategies for district governments on different issues on social protection
- Implement capacity building and awareness programmes on participatory approaches and different issue on social exclusion
- Design and development of training programmes and manuals for enumerators
- Provide support and guidance to the programmers for designing and developing the survey data base and reports
- Report writing on the survey & research findings and also help other sectors in report writing on the findings of sector specific surveys & studies
- Arrange and conduct workshops to share the finding of the survey and research studies

Requirement

- Master in Social Sciences or related discipline
- 7-8 years of relevant work experience including 5 years at Devolved Local Government level is highly desirable
- Excellent knowledge of Provincial /City District Government setup/ functioning /rules and regulations
- Strong understanding with the public sector (Finance, Education, Health, Revenue and HR) issues at Provincial and City District Government level is highly desirable
- Designed and conducted socio-economic surveys, perception surveys, poverty assessment surveys and research studies etc.

- Designed and conducted capacity building and awareness programmes on participatory approaches and different issue on social exclusion
- Arranged and conducted awareness workshops to share the finding of the survey and research studies
- Demonstrated and strong report writing abilities; and
- Good communication and presentation skills.

Social Sector Research Analyst (1) – 6 Months

Technical

- Conduct stakeholder consultations to establish objectives of the surveys & research studies
- Develop and implement research & survey methodology and sampling framework
- Pre-tests of the survey questionnaires and data sheets in the field
- Identify research/survey team
- Conduct training programmes for research/survey team to appropriately trained and motivated to carry out their responsibilities.
- Analyse the survey results and assist in report writing on the survey & research findings and also help other sectors in report writing on the findings of sector specific surveys & studies
- Assist in arranging and conducting workshops to share the finding of the survey and research studies
- Review all research reports and publications to ensure a high degree of accuracy, clarity and readability.
- Represent the organization at external meetings and conferences on research issues
- Oversee the research budget, ensuring that any research projects undertaken are relevant, accurately casted and provide value for money.

Requirement

- Master in Social Sciences, Management Science or related discipline
- 5 years of relevant work experience including 3 years at Devolved Local Government level is highly desirable
- Excellent knowledge of Provincial /City District Government setup/ functioning /rules and regulations
- Strong understanding with the public sector (Finance, Education, Health, Revenue and HR) issues at Provincial and City District Government level is highly desirable
- Designed and conducted socio-economic surveys, perception surveys, poverty assessment surveys and research studies etc.
- Designed and conducted capacity building and awareness programmes on participatory approaches and different issue on social exclusion
- Arranged and conducted awareness workshops to share the finding of the survey and research studies
- Good report writing, communication and presentation skills

The interested consultancy firms should follow the procedures set out in the “Consultant Selection Handbook (June 2007)” by Planning and Development Department Government of the Punjab

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