

REQUEST FOR PROPOSAL

RFP No. : CBUD/FIN/12

Client: *[Insert the name of the State/ULB]*

Country: INDIA

Credit #:4997-IN

Project Name: **CapacityBuilding for Urban Development**

**Name of Assignment: Selection of Consulting Services for
Municipal Tax and Fee Improvement-
Improvement in property Tax
Collections**

Issued on: *[date]*

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PART I

Section 1. Letter of Invitation

RFP No.;

CreditNo.4997-IN

City

DD/ Month /Year

i.
ii.
iii.
iv.
v.
vi.

Dear Mr. /Ms.:

1. The Government of India (hereinafter called "Borrower") has received financing from the International Development Association (IDA) (the "Bank") in the form of a credit (hereinafter called "credit") toward the cost of Capacity Building for Urban Development (CBUD) Project. The Ministry of Urban Development (MoUD), Government of India, an implementing agency of the Client, intends to apply a portion of the proceeds of this credit to eligible payments under the contract for which this Request for Proposals is issued. Payments by the Bank will be made only at the request of the *Ministry of Urban Development* (client) and upon approval by the Bank, and will be subject, in all respects, to the terms and conditions of the financing agreement. The financing agreement prohibits a withdrawal from the credit account for the purpose of any payment to persons or entities, or for any import of goods, if such payment or import, to the knowledge of the Bank, is prohibited by a decision of the United Nations Security council taken under Chapter VII of the Charter of the United Nations. No party other than the Borrower shall derive any rights from the financing agreement or have any claims to the proceeds of the credit.
2. The Client now invites proposals to provide the following consulting services (hereinafter called "Services"): **"Municipal Tax and Fee Improvement- Improvement in Property Tax Collections"**. More details on the Services are provided in the Terms of Reference (Section 7).
3. This Request for Proposals (RFP) has been addressed to the following shortlisted Consultants:

S.No.	Firm	Country of Incorporation
1		
2		

S.No.	Firm	Country of Incorporation
3		
4		
5		
6		

4. It is not permissible to transfer this invitation to any other firm.
5. A firm will be selected under Quality and Cost Based Selection method (QCBS) **(Lump Sum)** and in a Proposal format as described in this RFP, in accordance with the policies of the Bank detailed in the Consultants’ Guidelines which can be found at the following website: www.worldbank.org/procure.
6. The RFP includes the following documents:
 - Section 1 - Letter of Invitation
 - Section 2 - Instructions to Consultants and Data Sheet
 - Section 3 - Technical Proposal - Standard Forms
 - Section 4 - Financial Proposal - Standard Forms
 - Section 5 – Eligible Countries
 - Section 6 – Bank’s Policy – Corrupt and Fraudulent Practices
 - Section 7 - Terms of Reference
 - Section 8 - Standard Forms of Contract (Time Based)
7. Please inform us by *[insert date]*, in writing by E-mail *[insert e-mail address]*:
 - (a) that you have received the Letter of Invitation; and
 - (b) whether you intend to submit a proposal alone or intend to enhance your experience by requesting permission to associate with other firm(s) (if permissible under Section 2, Instructions to Consultants (ITC), Data Sheet 14.1.1).
8. Details on the proposal’s submission date, time and address are provided in Clauses 17.7 and 17.9 of the ITC.

Yours sincerely,

Section 2. Instructions to Consultants and Data Sheet

A. General Provisions

1. Definitions	(a) “Affiliate(s)” means an individual or an entity that directly or indirectly controls, is controlled by, or is under common control with
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the Consultant.

- (b) “Applicable Guidelines” means the policies of the Bank governing the selection and Contract award process as set forth in this RFP.
- (c) “Applicable Law” means the laws and any other instruments having the force of law in the Client’s country, or in such other country as may be specified in the **Data Sheet**, as they may be issued and in force from time to time.
- (d) “Bank” means the International Bank for Reconstruction and Development (IBRD) or the International Development Association (IDA).
- (e) “Borrower” means the Government, Government agency or other entity that signs the [*loan/financing/grant*¹] agreement with the Bank.
- (f) “CBUD” means Capacity Building for Urban Development
- (g) “Client” means the implementing agency that signs the Contract for the Services with the selected Consultant.
- (h) “Consultant” means a legally-established professional consulting firm or an entity that may provide or provides the Services to the Client under the Contract.
- (i) “Contract” means a legally binding written agreement signed between the Client and the Consultant and includes all the attached documents listed in its Clause 1 (the General Conditions of Contract (GCC), the Special Conditions of Contract (SCC), and the Appendices).
- (j) “Data Sheet” means an integral part of the Instructions to Consultants (ITC) Section 2 that is used to reflect specific country and assignment conditions to supplement, but not to over-write, the provisions of the ITC.
- (k) “Day” means a calendar day.
- (l) “Experts” means, collectively, Key Experts, Non-Key Experts, or any other personnel of the Consultant, Sub-consultant or Joint Venture member(s).
- (m) “Government” means Government of India.
- (n) “Joint Venture (JV)” means an association with or without a legal personality distinct from that of its members, of more than one Consultant where one member has the authority to conduct all business for and on behalf of any and all the members of the JV, and where the members of the JV are jointly and severally liable to the

¹[“loan agreement” term is used for IBRD loans; “financing agreement” is used for IDA credits; and “grant agreement” is used for Recipient-Executed Trust Funds administered by IBRD or IDA]

Client for the performance of the Contract.

- (o) “Key Expert(s)” means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose CV is taken into account in the technical evaluation of the Consultant’s proposal.
- (p) “ITC” (this Section 2 of the RFP) means the Instructions to Consultants that providesthe shortlisted Consultants with all information needed to prepare their Proposals.
- (q) “LOI” (this Section 1 of the RFP) means the Letter of Invitation being sent by the Client to the shortlisted Consultants.
- (r) “MoUD” means Ministry of Urban Development
- (s) “Non-Key Expert(s)” means an individual professional provided by the Consultant or its Sub-consultant and who is assigned to perform the Services or any part thereof under the Contract and whose CVs are not evaluated individually.
- (t) “Proposal” means the Technical Proposal and the Financial Proposal of the Consultant.
- (u) “RFP” means the Request for Proposals to be prepared by the Client for the selection of Consultants, based on the SRFP.
- (v) “SRFP” means the Standard Request for Proposals, which must be used by the Client as thebasis for the preparation of the RFP.
- (w) “Services” means the work to be performed by the Consultant pursuant to the Contract.
- (x) “Sub-consultant” means an entity to whom the Consultant intends to subcontract any part of the Services while remaining responsibleto the Client during the performance of the Contract.
- (y) “TORs” (this Section 7 of the RFP) means the Terms of Reference that explain the objectives, scope of work, activities, and tasks to be performed, respective responsibilities of the Client and the Consultant, and expected results and deliverables of the assignment.

2. Introduction

2.1 The Client named in the **Data Sheet**intends to select a Consultant from those listed in the Letter of Invitation, in accordance with the method of selection specified in the **Data Sheet**.

2.2 The shortlisted Consultants are invited to submit a Technical Proposal and a Financial Proposal, or a Technical Proposal only, as specified in the **Data Sheet**, for consulting services required for the assignment named in the **Data Sheet**. The Proposal will be the basis for negotiating and ultimately

	<p>signing the Contract with the selected Consultant.</p> <p>2.3 The Consultants should familiarize themselves with the local conditions and take them into account in preparing their Proposals, including attending a pre-proposal conference if one is specified in the Data Sheet. Attending any such pre-proposal conference is optional and is at the Consultants' expense.</p> <p>2.4 The Client will timely provide, at no cost to the Consultants, the inputs, relevant project data, and reports required for the preparation of the Consultant's Proposal as specified in the Data Sheet.</p>
<p>3. Conflict of Interest</p>	<p>3.1 The Consultant is required to provide professional, objective, and impartial advice, at all times holding the Client's interests paramount, strictly avoiding conflicts with other assignments or its own corporate interests, and acting without any consideration for future work.</p> <p>3.2 The Consultant has an obligation to disclose to the Client any situation of actual or potential conflict that impacts its capacity to serve the best interest of its Client. Failure to disclose such situations may lead to the disqualification of the Consultant or the termination of its Contract and/or sanctions by the Bank.</p> <p>3.2.1 Without limitation on the generality of the foregoing, the Consultant shall not be hired under the circumstances set forth below:</p>
<p>a. Conflicting activities</p>	<p>(i) <u>Conflict between consulting activities and procurement of goods, works or non-consulting services:</u> a firm that has been engaged by the Client to provide goods, works, or non-consulting services for a project, or any of its Affiliates, shall be disqualified from providing consulting services resulting from or directly related to those goods, works, or non-consulting services. Conversely, a firm hired to provide consulting services for the preparation or implementation of a project, or any of its Affiliates, shall be disqualified from subsequently providing goods or works or non-consulting services resulting from or directly related to the consulting services for such preparation or implementation.</p>
<p>b. Conflicting assignments</p>	<p>(ii) <u>Conflict among consulting assignments:</u> a Consultant (including its Experts and Sub-consultants) or any of its Affiliates shall not be hired for any assignment that, by its nature, may be in conflict with another assignment of the Consultant for the same or for another Client.</p>
<p>c. Conflicting relationships</p>	<p>(iii) <u>Relationship with the Client's staff:</u> a Consultant (including its</p>

	<p>Experts and Sub-consultants) that has a close business or family relationship with a professional staff of the Borrower (or of the Client, or of implementing agency, or of a recipient of a part of the Bank’s financing)who are directly or indirectly involved in any part of (i) the preparation of the Terms of Reference for the assignment, (ii) the selection process for the Contract, or (iii) the supervision of the Contract, may not be awarded a Contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the Bank throughout the selection process and the execution of the Contract.</p>
<p>4. Unfair Competitive Advantage</p>	<p>4.1 Fairness and transparency in the selection process require that the Consultants or their Affiliates competing for a specific assignment do not derive a competitive advantage from having provided consulting services related to the assignment in question. To that end, the Client shall indicate in the Data Sheet and make available to all shortlisted Consultants together with this RFP all information that would in that respect give such Consultant any unfair competitive advantage over competing Consultants.</p>
<p>5. Corrupt and Fraudulent Practices</p>	<p>5.1 The Bank requires compliance with its policy in regard to corrupt and fraudulentpractices as set forth in Section 6.</p> <p>5.2 In further pursuance of this policy,Consultant shall permit and shall cause its agents, Experts, Sub-consultants, sub-contractors, services providers, or suppliers to permit the Bank to inspect all accounts, records, and other documents relating to the submission of the Proposal and contract performance (in case of an award), and to have them audited by auditors appointed by the Bank.</p>
<p>6. Eligibility</p>	<p>6.1 The Bank permits consultants (individuals and firms, including Joint Ventures and their individual members) fromall countries to offer consulting services for Bank-financed projects.</p> <p>6.2 Furthermore, it is the Consultant’s responsibility to ensure that itsExperts, joint venture members, Sub-consultants, agents (declared or not), sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by the Bank in the Applicable Guidelines.</p> <p>6.3 As an exception to the foregoing Clauses 6.1 and 6.2 above:</p>
<p>a. Sanctions</p>	<p>6.3.1 A firm or an individual sanctioned by the Bank in accordance with the above Clause 5.1 or in accordance with “Anti-Corruption Guidelines” shall be ineligible to be awarded a Bank-financed contract,</p>

	<p>or to benefit from a Bank-financed contract, financially or otherwise, during such period of time as the Bank shall determine. The list of debarred firms and individuals is available at the electronic address specified in the Data Sheet.</p>
<p>b. Prohibitions</p>	<p>6.3.2 Firms and individuals of a country or goods manufactured in a country may be ineligible if so indicated in Section 5 (Eligible Countries) and:</p> <ul style="list-style-type: none"> (a) as a matter of law or official regulations, the Borrower’s country prohibits commercial relations with that country, provided that the Bank is satisfied that such exclusion does not preclude effective competition for the provision of Services required; or (b) by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the Borrower’s Country prohibits any import of goods from that country or any payments to any country, person, or entity in that country.
<p>c. Restrictions for Government-owned Enterprises</p>	<p>6.3.3 Government-owned enterprises or institutions in the Borrower’s country shall be eligible only if they can establish that they (i) are legally and financially autonomous, (ii) operate under commercial law, and (iii) that they are not dependent agencies of the Client</p> <p>To establish eligibility, the government-owned enterprise or institution should provide all relevant documents (including its charter) sufficient to demonstrate that it is a legal entity separate from the government; it does not currently receive any substantial subsidies or budget support; it is not obligated to pass on its surplus to the government; it can acquire rights and liabilities, borrow funds, and can be liable for repayment of debts and be declared bankrupt; and it is not competing for a contract to be awarded by the government department or agency which, under the applicable laws or regulations, is its reporting or supervisory authority or has the ability to exercise influence or control over it.</p>
<p>d. Restrictions for public employees</p>	<p>6.3.4 Government officials and civil servants of the Borrower’s country are not eligible to be included as Experts in the Consultant’s Proposal unless such engagement does not conflict with any employment or other laws, regulations, or policies of the Borrower’s country, and they</p> <ul style="list-style-type: none"> (i) are on leave of absence without pay, or have resigned or retired; (ii) are not being hired by the same agency they were working for before going on leave of absence without pay, resigning, or retiring

	<p>(in case of resignation or retirement, for a period of at least 6 (six) months, or the period established by statutory provisions applying to civil servants or government employees in the Borrower’s country, whichever is longer. Experts who are employed by the government-owned universities, educational or research institutions are not eligible unless they have been full time employees of their institutions for a year or more prior to being included in Consultant’s Proposal.; and</p> <p>(iii) their hiring would not create a conflict of interest.</p>
<p>B. Preparation of Proposals</p>	
<p>7. General Considerations</p>	<p>7.1. In preparing the Proposal, the Consultant is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.</p>
<p>8. Cost of Preparation of Proposal</p>	<p>8.1. The Consultant shall bear all costs associated with the preparation and submission of its Proposal, and the Client shall not be responsible or liable for those costs, regardless of the conduct or outcome of the selection process. The Client is not bound to accept any proposal, and reserves the right to annul the selection process at any time prior to Contract award, without thereby incurring any liability to the Consultant.</p>
<p>9. Language</p>	<p>9.1. The Proposal, as well as all correspondence and documents relating to the Proposal exchanged between the Consultant and the Client, shall be written in the language(s) specified in the Data Sheet.</p>
<p>10. Documents Comprising the Proposal</p>	<p>10.1 The Proposal shall comprise the documents and forms listed in the Data Sheet.</p> <p>10.2 If specified in the Data Sheet, the Consultant shall include a statement of an undertaking of the Consultant to observe, in competing for and executing a contract, the Client country’s laws against fraud and corruption (including bribery).</p> <p>10.3 The Consultant shall furnish information on commissions, gratuities, and fees, if any, paid or to be paid to agents or any other party relating to this Proposal and, if awarded, Contract execution, as requested in the Financial Proposal submission form (Section 4).</p>
<p>11. Only One Proposal</p>	<p>11.1 The Consultant (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture in another Proposal. If a Consultant, including any Joint Venture member, submits or participates in more than one proposal, all such proposals</p>

	<p>shall be disqualified and rejected. This does not, however, preclude a Sub-consultant, or the Consultant’s staff from participating as Key Experts and Non-Key Experts in more than one Proposal when circumstances justify and if stated in the Data Sheet.</p>
<p>12. Proposal Validity</p>	<p>12.1 The Data Sheet indicates the period during which the Consultant’s Proposal must remain valid after the Proposal submission deadline.</p> <p>12.2 During this period, the Consultant shall maintain its original Proposal without any change, including the availability of the Key Experts, the proposed rates and the total price.</p> <p>12.3 If it is established that any Key Expert nominated in the Consultant’s Proposal was not available at the time of Proposal submission or was included in the Proposal without his/her confirmation, such Proposal shall be disqualified and rejected for further evaluation, and may be subject to sanctions in accordance with Clause 5 of this ITC.</p>
<p>a. Extension of Validity Period</p>	<p>12.4 The Client will make its best effort to complete the negotiations within the proposal’s validity period. However, should the need arise, the Client may request, in writing, all Consultants who submitted Proposals prior to the submission deadline to extend the Proposals’ validity.</p> <p>12.5 If the Consultant agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal and with the confirmation of the availability of the Key Experts.</p> <p>12.6 The Consultant has the right to refuse to extend the validity of its Proposal in which case such Proposal will not be further evaluated.</p>
<p>b. Substitution of Key Experts at Validity Extension</p>	<p>12.7 If any of the Key Experts become unavailable for the extended validity period, the Consultant shall provide a written adequate justification and evidence satisfactory to the Client together with the substitution request. In such case, a replacement Key Expert shall have equal or better qualifications and experience than those of the originally proposed Key Expert. The technical evaluation score, however, will remain to be based on the evaluation of the CV of the original Key Expert.</p> <p>12.8 If the Consultant fails to provide a replacement Key Expert with equal or better qualifications, or if the provided reasons for the replacement or justification are unacceptable to the Client, such Proposal will be rejected with the prior Bank’s no objection.</p>
<p>c. Sub-Contracting</p>	<p>12.9 The Consultant shall not subcontract the whole of the Services.</p>
<p>13. Clarification and</p>	<p>13.1. The Consultant may request a clarification of any part of the RFP</p>

Amendment of RFP

during the period indicated in the **Data Sheet** before the Proposals' submission deadline. Any request for clarification must be sent in writing, or by standard electronic means, to the Client's address indicated in the **Data Sheet**. The Client will respond in writing, or by standard electronic means, and will send written copies of the response (including an explanation of the query but without identifying its source) to all shortlisted Consultants. Should the Client deem it necessary to amend the RFP as a result of a clarification, it shall do so following the procedure described below:

13.1.1. At any time before the proposal submission deadline, the Client may amend the RFP by issuing an amendment in writing or by standard electronic means. The amendment shall be sent to all shortlisted Consultants and will be binding on them. The shortlisted Consultants shall acknowledge receipt of all amendments in writing.

13.1.2. If the amendment is substantial, the Client may extend the proposal submission deadline to give the shortlisted Consultants reasonable time to take an amendment into account in their Proposals.

13.2. The Consultant may submit a modified Proposal or a modification to any part of it at any time prior to the proposal submission deadline. No modifications to the Technical or Financial Proposal shall be accepted after the deadline.

14. Preparation of Proposals – Specific Considerations

14.1. While preparing the Proposal, the Consultant must give particular attention to the following:

14.1.1. If a shortlisted Consultant considers that it may enhance its expertise for the assignment by associating with other consultants in the form of a Joint Venture or as Sub-consultants, it may do so with either (a) non-shortlisted Consultant(s), or (b) shortlisted Consultants if permitted in the **Data Sheet**. In all such cases a shortlisted Consultant must obtain the written approval of the Client prior to the submission of the Proposal. When associating with non-shortlisted firms in the form of a joint venture or a sub-consultancy, the shortlisted Consultant shall be a lead member. If shortlisted Consultants associate with each other, any of them can be a lead member.

14.1.2. The Client may indicate in the **Data Sheet** the estimated Key Experts' time input (expressed in person-month) or the Client's estimated total cost of the assignment, but not both. This estimate is indicative and the Proposal shall be based on the Consultant's own estimates for the same.

14.1.3. If stated in the **Data Sheet**, the Consultant shall include in its Proposal at least the same time input (in the same unit as indicated in the **Data Sheet**) of Key Experts, failing which the Financial Proposal will be adjusted for the purpose of comparison of proposals and decision for award in accordance with the procedure in the **Data Sheet**.

14.1.4. For assignments under the Fixed-Budget selection method,

	<p>the estimated Key Experts’ time input is not disclosed. Total available budget, with an indication whether it is inclusive or exclusive of taxes, is given in the Data Sheet, and the Financial Proposal shall not exceed this budget.</p>
<p>15. Technical Proposal Format and Content</p>	<p>15.1. The Technical Proposal shall not include any financial information. A Technical Proposal containing material financial information shall be declared non-responsive.</p> <p>15.1.1 Consultant shall not propose alternative Key Experts. Only one CV shall be submitted for each Key Expert position. Failure to comply with this requirement will make the Proposal non-responsive.</p> <p>15.2. Depending on the nature of the assignment, the Consultant is required to submit a Full Technical Proposal (FTP), or a Simplified Technical Proposal (STP) as indicated in the Data Sheet and using the Standard Forms provided in Section 3 of the RFP.</p>
<p>16. Financial Proposal</p>	<p>16.1. The Financial Proposal shall be prepared using the Standard Forms provided in Section 4 of the RFP. It shall list all costs associated with the assignment, including (a) remuneration for Key Experts and Non-Key Experts, (b) reimbursable expenses indicated in the Data Sheet.</p>
<p>a. Price Adjustment</p>	<p>16.2. For assignments with a duration exceeding 18 months, a price adjustment provision for foreign and/or local inflation for remuneration rates applies if so stated in the Data Sheet.</p>
<p>b. Taxes</p>	<p>16.3. The Consultant and its Sub-consultants and Experts are responsible for meeting all tax liabilities arising out of the Contract unless stated otherwise in the Data Sheet. Information on taxes in the Client’s country is provided in the Data Sheet.</p>
<p>c. Currency of Proposal</p>	<p>16.4. The Consultant may express the price for its Services in the currency or currencies as stated in the Data Sheet. If indicated in the Data Sheet, the portion of the price representing local cost shall be stated in the national currency.</p>
<p>d. Currency of Payment</p>	<p>16.5. Payment under the Contract shall be made in the currency or currencies in which the payment is requested in the Proposal.</p>
<p>C. Submission, Opening and Evaluation</p>	
<p>17. Submission, Sealing, and Marking of Proposals</p>	<p>17.1 The Consultant shall submit a signed and complete Proposal comprising the documents and forms in accordance with Clause 10 (Documents Comprising Proposal). The submission can be done by mail or by hand. If specified in the Data Sheet, the Consultant has the option of submitting its Proposals electronically.</p> <p>17.2 An authorized representative of the Consultant shall sign the original submission letters in the required format for both the Technical Proposal and, if applicable, the Financial Proposal and shall initial all pages</p>

of both. The authorization shall be in the form of a written power of attorney attached to the Technical Proposal.

17.2.1 A Proposal submitted by a Joint Venture shall be signed by all members so as to be legally binding on all members, or by an authorized representative who has a written power of attorney signed by each member's authorized representative.

17.3 Any modifications, revisions, interlineations, erasures, or overwriting shall be valid only if they are signed or initialed by the person signing the Proposal.

17.4 The signed Proposal shall be marked "ORIGINAL", and its copies marked "COPY" as appropriate. The number of copies is indicated in the **Data Sheet**. All copies shall be made from the signed original. If there are discrepancies between the original and the copies, the original shall prevail.

17.5 The original and all the copies of the Technical Proposal shall be placed inside of a sealed envelope clearly marked "**TECHNICAL PROPOSAL**", "[Name of the Assignment]", reference number, name and address of the Consultant, and with a warning "**DO NOT OPEN UNTIL [INSERT THE DATE AND THE TIME OF THE TECHNICAL PROPOSAL SUBMISSION DEADLINE].**"

17.6 Similarly, the original Financial Proposal (if required for the applicable selection method) shall be placed inside of a sealed envelope clearly marked "**FINANCIAL PROPOSAL**" followed by the name of the assignment, reference number, name and address of the Consultant, and with a warning "**DO NOT OPEN WITH THE TECHNICAL PROPOSAL.**"

17.7 The sealed envelopes containing the Technical and Financial Proposals shall be placed into one outer envelope and sealed. This outer envelope shall bear the submission address, RFP reference number, the name of the assignment, Consultant's name and the address, and shall be clearly marked "**DO NOT OPEN BEFORE**[insert the time and date of the submission deadline indicated in the Data Sheet]".

17.8 If the envelopes and packages with the Proposal are not sealed and marked as required, the Client will assume no responsibility for the misplacement, loss, or premature opening of the Proposal.

17.9 The Proposal or its modifications must be sent to the address indicated in the **Data Sheet** and received by the Client no later than the deadline indicated in the **Data Sheet**, or any extension to this deadline. Any Proposal or its modification received by the Client after the deadline shall be declared late and rejected, and promptly returned unopened.

18. Confidentiality

18.1 From the time the Proposals are opened to the time the Contract is awarded, the Consultant should not contact the Client on any matter related to its Technical and/or Financial Proposal. Information relating to the evaluation of Proposals and award recommendations shall not be disclosed

	<p>to the Consultants who submitted the Proposals or to any other party not officially concerned with the process, until the publication of the Contract award information.</p> <p>18.2 Any attempt by shortlisted Consultants or anyone on behalf of the Consultant to influence improperly the Client in the evaluation of the Proposals or Contract award decisions may result in the rejection of its Proposal, and may be subject to the application of prevailing Bank's sanctions procedures.</p> <p>18.3 Notwithstanding the above provisions, from the time of the Proposals' opening to the time of Contract award publication, if a Consultant wishes to contact the Client or the Bank on any matter related to the selection process, it should do so only in writing.</p>
<p>19. Opening of Technical Proposals</p>	<p>19.1 The Client's evaluation committee shall conduct the opening of the Technical Proposals in the presence of the shortlisted Consultants' authorized representatives who choose to attend (in person, or online if this option is offered in the Data Sheet). The opening date, time and the address are stated in the Data Sheet. The envelopes with the Financial Proposal shall remain sealed and shall be securely stored with a reputable public auditor or independent authority until they are opened in accordance with Clause 23 of the ITC.</p> <p>19.2 At the opening of the Technical Proposals the following shall be read out: (i) the name and the country of the Consultant or, in case of a Joint Venture, the name of the Joint Venture, the name of the lead member and the names and the countries of all members; (ii) the presence or absence of a duly sealed envelope with the Financial Proposal; (iii) any modifications to the Proposal submitted prior to proposal submission deadline; and (iv) any other information deemed appropriate or as indicated in the Data Sheet.</p>
<p>20. Proposals Evaluation</p>	<p>20.1 Subject to provision of Clause 15.1 of the ITC, the evaluators of the Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded and the Bank issues its "no objection", if applicable.</p> <p>20.2 The Consultant is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under Clause 12.7 of this ITC. While evaluating the Proposals, the Client will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.</p>
<p>21. Evaluation of Technical Proposals</p>	<p>21.1 The Client's evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and the RFP, applying the evaluation criteria, sub-criteria, and point system specified in the Data Sheet. Each responsive Proposal will be given a technical score. A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP or if it fails to achieve the minimum technical score indicated in the Data Sheet.</p>

<p>22. Financial Proposals for QBS</p>	<p>22.1 Following the ranking of the Technical Proposals, when the selection is based on quality only (QBS), the top-ranked Consultant is invited to negotiate the Contract.</p> <p>22.2 If Financial Proposals were invited together with the Technical Proposals, only the Financial Proposal of the technically top-ranked Consultant is opened by the Client’s evaluation committee. All other Financial Proposals are returned unopened after the Contract negotiations are successfully concluded and the Contract is signed.</p>
<p>23. Public Opening of Financial Proposals (for QCBS, FBS, and LCS methods)</p>	<p>23.1 After the technical evaluation is completed and the Bank has issued its no objection (if applicable), the Client shall notify those Consultants whose Proposals were considered non-responsive to the RFP and TOR or did not meet the minimum qualifying technical score (and shall provide information relating to the Consultant’s overall technical score, as well as scores obtained for each criterion and sub-criterion) that their Financial Proposals will be returned unopened after completing the selection process and Contract signing. The Client shall simultaneously notify in writing those Consultants that have achieved the minimum overall technical score and inform them of the date, time and location for the opening of the Financial Proposals. The opening date should allow the Consultants sufficient time to make arrangements for attending the opening. The Consultant’s attendance at the opening of the Financial Proposals (in person, or online if such option is indicated in the Data Sheet) is optional and is at the Consultant’s choice.</p> <p>23.2 The Financial Proposals shall be opened by the Client’s evaluation committee in the presence of the representatives of those Consultants whose proposals have passed the minimum technical score. At the opening, the names of the Consultants, and the overall technical scores, including the break-down by criterion, shall be read aloud. The Financial Proposals will then be inspected to confirm that they have remained sealed and unopened. These Financial Proposals shall be then opened, and the total prices read aloud and recorded. Copies of the record shall be sent to all Consultants who submitted Proposals and to the Bank.</p>
<p>24. Correction of Errors</p>	<p>24.1 Activities and items described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, and no corrections are made to the Financial Proposal.</p>
<p>a. Time-Based Contracts</p>	<p>24.1.1 If a Time-Based contract form is included in the RFP, the Client’s evaluation committee will (a) correct any computational or arithmetical errors, and (b) adjust the prices if they fail to reflect all inputs included for the respective activities or items in the Technical Proposal. In case of discrepancy between (i) a partial amount (sub-total) and the total amount, or (ii) between the amount derived by multiplication of unit price with quantity and the total price, or (iii) between words and figures, the former will prevail. In case of discrepancy between the Technical and Financial Proposals in indicating quantities of input, the Technical Proposal prevails and</p>

	<p>the Client’s evaluation committee shall correct the quantification indicated in the Financial Proposal so as to make it consistent with that indicated in the Technical Proposal, apply the relevant unit price included in the Financial Proposal to the corrected quantity, and correct the total Proposal cost.</p>
b. Lump-Sum Contracts	<p>24.2 If a Lump-Sum contract form is included in the RFP, the Consultant is deemed to have included all prices in the Financial Proposal, so neither arithmetical corrections nor price adjustments shall be made. The total price, net of taxes understood as per Clause ITC 25 below, specified in the Financial Proposal (Form FIN-1) shall be considered as the offered price.</p>
25. Taxes	<p>25.1 The Client’s evaluation of the Consultant’s Financial Proposal shall exclude taxes and duties in the Client’s country in accordance with the instructions in the Data Sheet.</p>
26. Conversion to Single Currency	<p>26.1 For the evaluation purposes, prices shall be converted to a single currency using the selling rates of exchange, source and date indicated in the Data Sheet.</p>
27. Combined Quality and Cost Evaluation	
a. Quality- and Cost-Based Selection (QCBS)	<p>27.1 In the case of QCBS, the total score is calculated by weighting the technical and financial scores and adding them as per the formula and instructions in the Data Sheet. The Consultant achieving the highest combined technical and financial score will be invited for negotiations. However, a consultant (firm) shall not be awarded assignment for more than 5 (five) cities. In case the highest combined technical and financial score evaluated consultant (firm) has been awarded assignment in 5 (five) cities, the consultant shall inform the Client at the earliest. In such case, the Client will select the Consultant (firm) with next responsive highest combined technical and financial score.</p>
b. Fixed-Budget Selection(FBS)	<p>27.2 In the case of FBS, those Proposals that exceed the budget indicated in Clause 14.1.4 of the Data Sheet shall be rejected.</p> <p>27.3 The Client will select the Consultant that submitted the highest-ranked Technical Proposal that does not exceed the budget indicated in the RFP, and invite such Consultant to negotiate the Contract.</p>

<p>c. Least-Cost Selection</p>	<p>27.4 In the case of Least-Cost Selection (LCS), the Client will select the Consultant with the lowest evaluated total price among those consultants that achieved the minimum technical score, and invite such Consultant to negotiate the Contract.</p>
<p>D. Negotiations and Award</p>	
<p>28. Negotiations</p>	<p>28.1 The negotiations will be held at the date and address indicated in the Data Sheet with the Consultant’s representative(s) who must have written power of attorney to negotiate and sign a Contract on behalf of the Consultant.</p> <p>28.2 The Client shall prepare minutes of negotiations that are signed by the Client and the Consultant’s authorized representative.</p>
<p>a. Availability of Key Experts</p>	<p>28.3 The invited Consultant shall confirm the availability of all Key Experts included in the Proposal as a pre-requisite to the negotiations, or, if applicable, a replacement in accordance with Clause 12 of the ITC. Failure to confirm the Key Experts’ availability may result in the rejection of the Consultant’s Proposal and the Client proceeding to negotiate the Contract with the next-ranked Consultant.</p> <p>28.4 Notwithstanding the above, the substitution of Key Experts at the negotiations may be considered if due solely to circumstances outside the reasonable control of and not foreseeable by the Consultant, including but not limited to death or medical incapacity. In such case, the Consultant shall offer a substitute Key Expert within the period of time specified in the letter of invitation to negotiate the Contract, who shall have equivalent or better qualifications and experience than the original candidate.</p>
<p>b. Technical negotiations</p>	<p>28.5 The negotiations include discussions of the Terms of Reference (TORs), the proposed methodology, the Client’s inputs, the special conditions of the Contract, and finalizing the “Description of Services” part of the Contract. These discussions shall not substantially alter the original scope of services under the TOR or the terms of the contract, lest the quality of the final product, its price, or the relevance of the initial evaluation be affected.</p>
<p>c. Financial negotiations</p>	<p>28.6 The negotiations include the clarification of the Consultant’s tax liability in the Client’s country and how it should be reflected in the Contract.</p> <p>28.7 If the selection method included cost as a factor in the evaluation, the total price stated in the Financial Proposal for a Lump-Sum contract shall not be negotiated.</p> <p>28.8 In the case of a Time-Based contract, unit rates negotiations shall not take place, except when the offered Key Experts and Non-Key Experts’ remuneration rates are much higher than the typically charged rates by consultants in similar contracts. In such case, the Client may ask for clarifications and, if the fees are very high, ask to change the rates after</p>

	<p>consultation with the Bank.</p> <p>The format for (i) providing information on remuneration rates in the case of Quality Based Selection; and (ii) clarifying remuneration rates' structure under Clause 28.8 above, is provided in Appendix A to the Financial Form FIN-3: Financial Negotiations – Breakdown of Remuneration Rates.</p>
<p>29. Conclusion of Negotiations</p>	<p>29.1 The negotiations are concluded with a review of the finalized draft Contract, which then shall be initialed by the Client and the Consultant's authorized representative.</p> <p>29.2 If the negotiations fail, the Client shall inform the Consultant in writing of all pending issues and disagreements and provide a final opportunity to the Consultant to respond. If disagreement persists, the Client shall terminate the negotiations informing the Consultant of the reasons for doing so. After having obtained the Bank's no objection, the Client will invite the next-ranked Consultant to negotiate a Contract. Once the Client commences negotiations with the next-ranked Consultant, the Client shall not reopen the earlier negotiations.</p>
<p>30. Award of Contract</p>	<p>30.1 After completing the negotiations the Client shall obtain the Bank's no objection to the negotiated draft Contract, if applicable; sign the Contract; publish the award information as per the instructions in the Data Sheet; and promptly notify the other shortlisted Consultants.</p> <p>30.2 The Consultant is expected to commence the assignment on the date and at the location specified in the Data Sheet.</p>

Instructions to Consultants

E. Data Sheet

[“Notes to Client” shown in brackets throughout the text are provided for guidance to prepare the Data Sheet; they should be deleted from the final RFP to be sent to the shortlisted Consultants]

A. General	
ITC Clause Reference	
1 (c)	<i>Law of the land (India)</i>
2.1	<p>Name of the Client: Ministry of Urban development (MoUD), Government of India represented by Government of (Insert name of State) under Capacity Building for Urban Development (CBUD)</p> <p>Method of selection: Quality and Cost based Selection (QCBS) as per</p> <p>Applicable Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers, dated January 2011 available on www.worldbank.org/procure</p>
2.2	<p>Financial Proposal to be submitted together with Technical Proposal: Yes</p> <p>The name of the assignment is: Municipal tax and fee Improvement- Improvement in property tax Collections (Please refer to list of cities in the TOR)</p>
2.3	<p>A pre-proposal conference will be held: Yes</p> <p><i>[If “Yes”, fill in the following:]</i> Date of pre-proposal conference: _____ Time: _____ Address: _____ Telephone: _____ Facsimile: _____ E-mail: _____ Contact person/conference coordinator: <i>[insert name and title]</i> _____</p>
2.4	<p>The Client will provide the following inputs, project data, reports, etc. to facilitate the preparation of the Proposals: NA</p>
4.1	NA

6.3.1	A list of debarred firms and individuals is available at the Bank's external website: www.worldbank.org/debarr
B. Preparation of Proposals	
9.1	<p>This RFP has been issued in the English language.</p> <p>Proposals shall be submitted in English language</p> <p>All correspondence exchange shall be in English language.</p>
10.1	<p>The Proposal shall comprise the following:</p> <p><u>For FULL TECHNICAL PROPOSAL (FTP):</u> 1st Inner Envelope with the Technical Proposal: (1) Power of Attorney to sign the Proposal (2) TECH-1 (3) TECH-2 (4) TECH-3 (5) TECH-4 (6) TECH-5 (7) TECH-6</p> <p>AND</p> <p>2nd Inner Envelope with the Financial Proposal (if applicable): (1) FIN-1 (2) FIN-2 (3) FIN-3 (4) FIN-4 (5) Statement of Undertaking (if required under Data Sheet 10.2 below)</p>
10.2	<p>Statement of Undertaking is required Yes</p>
11.1	<p>Participation of Sub-consultants, Key Experts and Non-Key Experts in more than one Proposal is permissible : Yes</p>
12.1	<p>Proposals must remain valid for 90 days calendar days after the proposal submission deadline (i.e., until: <i>[insert the date]</i>).</p>
13.1	<p>Clarifications may be requested no later than 15 days prior to the submission deadline.</p> <p>The address for requesting clarifications is: All requests for clarifications shall be made</p>

	online through mail at E-mail (insert e-mail IDs) .
14.1.1	<p>Shortlisted Consultants may associate with</p> <p>(a) non-shortlisted consultant(s): No</p> <p>Or</p> <p>(b) other shortlisted Consultants: No</p>
14.1.2	<p>Estimated input of Key Experts' time input : 36person months</p> <p>(The inputs will vary from city to city dependant on population/households in the city)</p>
14.1.3	<i>Not Applicable</i>
14.1.4	NA
15.2	<p>The format of the Technical Proposal to be submitted is: FTP</p> <p>Submission of the Technical Proposal in a wrong format may lead to the Proposal being deemed non-responsive to the RFP requirements.</p>
16.1	<p><i>List of applicable Reimbursable expenses in local currency:</i></p> <p>(1) <i>a per diem allowance, including hotel, for experts for every day of absence from the home office for the purposes of the Services;</i></p> <p>(2) <i>cost of travel including transportation of personnel by the most appropriate means of transport and the most direct practicable route;</i></p> <p>(3) <i>cost of office accommodation, including overheads and back-stop support;</i></p> <p>(4) <i>cost of investigations</i></p> <p>(5) <i>communications costs;</i></p> <p>(6) <i>cost of reports production (including printing) and delivering to the Client;</i></p> <p>(7) <i>Cost of such further items required for purposes of the Services not covered in the foregoing</i></p>
16.2	<p>A price adjustment provision applies to remuneration rates:</p> <p>No</p>

16.3	<p>Amounts payable by the Client to the Consultant under the contract to be subject to local taxation: Yes</p> <p>The Client will</p> <ul style="list-style-type: none"> -reimburse the Consultant for indirect local taxes such as service tax -Yes -reimburse the Consultant income tax paid in India on the remuneration for services provided by the non-resident staff of the consultant – No
16.4	<p>The Financial Proposal shall be stated in the following currencies:</p> <p>Consultant may express the price for their Services in any fully convertible currency, singly or in combination of up to three foreign currencies.</p> <p>.....</p> <p>The Financial Proposal should state local costs in the Client’s country currency (local currency): Yes</p>
<p>C. Submission, Opening and Evaluation</p>	
17.1	<p>The Consultants <i>shall</i> submit their Proposals electronically only on the website [www.eprocure.gov.in or insert state/ULB website address]</p> <p><i>For electronic submission procedures visit link [https://eprocure.gov.in/cppp/or insert state /ULB website address]</i></p>
17.4	<p>The Consultant must submit:</p> <p>Physical submission</p> <p>(a) Technical Proposal: one (1) hard Copy of the original proposal</p> <p>Online Submission</p> <p>(a) scanned copy of the original proposal</p> <p>(b) Financial Proposal: one (1) (online only)</p>
17.7 and 17.9	<p>The Proposals must be submitted no later than:</p> <p>Online - Date: ____ day/month/year [for example, 15 January 2011]</p> <p>Time: ____ [insert time in 24h format, for example, “16:00 local time”]</p> <p><i>Physical submission (Technical proposal only)</i></p> <p>Date: ____ day/month/year [for example, 15 January 2011]</p> <p>Time: ____ [insert time in 24h format, for example, “16:00 local time”]</p>

	<p><i>[If appropriate, add translation of the warning marking [“Do not open...”] in the national language to the outer sealed envelope, The date of Physical submission shall be minimum two days after online submission]</i></p> <p>The Proposal submission address is: www.eprocure.gov.in</p>									
<p>19.1</p>	<p>An online option of the opening of the Technical Proposals is offered: Yes</p> <p>The opening shall take place at: <i>[Insert: “same as the Proposal submission address” OR insert and fill in the following:</i> Street Address: _____ Floor, room number _____ City: _____ Country: _____</p> <p>Date: same as the submission deadline indicated in 17.7. Time: <i>[insert time in 24h format, for example – “16:00 local time]</i> <i>[The time should be immediately after the time for the submission deadline stated in 17.7 for online submission only and for physical and online submission immediately after the time for the physical submission deadline stated in 17.7]</i></p>									
<p>19.2</p>	<p>In addition, the following information will be read aloud at the opening of the Technical Proposals NA</p>									
<p>21.1 (for FTP)</p>	<p>Criteria, sub-criteria, and point system for the evaluation of the Full Technical Proposals:</p> <table border="1" data-bbox="293 1262 1229 1862"> <thead> <tr> <th data-bbox="293 1262 417 1297"></th> <th data-bbox="417 1262 1062 1297">Description</th> <th data-bbox="1062 1262 1229 1297">Points</th> </tr> </thead> <tbody> <tr> <td data-bbox="293 1297 417 1827">(i)</td> <td data-bbox="417 1297 1062 1827"> <p>Specific experience of the Consultant (as a firm) relevant to the Assignment:</p> <p>Sub Criteria: Experience of the firm in carrying out assignments related to enhancement of internal revenue of the ULB – 2 marks (One mark for each assignment)</p> <p>Experience of the firm in carrying out assignment for improvement of property tax -5 marks (1 mark for each assignment)</p> <p>Experience of the firm in introducing IT based solution in Assessment and Collection of Property Tax – 3 (one mark for each assignment)</p> </td> <td data-bbox="1062 1297 1229 1827">10</td> </tr> <tr> <td data-bbox="293 1827 417 1862"></td> <td data-bbox="417 1827 1062 1862">Total points for criterion (i)</td> <td data-bbox="1062 1827 1229 1862">10</td> </tr> </tbody> </table>		Description	Points	(i)	<p>Specific experience of the Consultant (as a firm) relevant to the Assignment:</p> <p>Sub Criteria: Experience of the firm in carrying out assignments related to enhancement of internal revenue of the ULB – 2 marks (One mark for each assignment)</p> <p>Experience of the firm in carrying out assignment for improvement of property tax -5 marks (1 mark for each assignment)</p> <p>Experience of the firm in introducing IT based solution in Assessment and Collection of Property Tax – 3 (one mark for each assignment)</p>	10		Total points for criterion (i)	10
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	Total points for criterion (i)	10								

(ii)	Adequacy and quality of the proposed methodology, and work plan in responding to the Terms of Reference (TORs)	50										
(b)	<i>Technical approach and Methodology</i>	30										
(c)	<i>Work Plan</i>	10										
(d)	<i>Organisation and staffing</i>	10										
	Total points for criterion (ii) –50 points <i>{Notes to Consultant: The client will assess whether the proposed methodology is clear, responds to the TOR and leads to achieving results. The consultant shall also clearly define methodology to achieve the milestones envisaged in AMRUT guidelines }</i>											
(iii)	Key Experts’ qualifications and competence for the Assignment	40										
<table border="1"> <thead> <tr> <th>Position</th> <th>Total points</th> </tr> </thead> <tbody> <tr> <td>Team leader</td> <td>20</td> </tr> <tr> <td>IT professional</td> <td>10</td> </tr> <tr> <td>Legal expert</td> <td>10</td> </tr> <tr> <td>Total</td> <td>40</td> </tr> </tbody> </table>			Position	Total points	Team leader	20	IT professional	10	Legal expert	10	Total	40
Position	Total points											
Team leader	20											
IT professional	10											
Legal expert	10											
Total	40											
<p>The number of points to be assigned to each of the above positions shall be determined considering the following two sub-criteria and relevant percentage weights:</p> <p>1) General qualifications (general education, training, and experience): 20%</p> <p>2) Adequacy for the Assignment (relevant education, training, experience in the sector/similar assignments) :80%</p> <p>Total points for the three criteria: 100</p> <p>.....</p> <p>The minimum technical score (St) required to pass is:75 (seventy five)points</p>												
23.1	An online option of the opening of the Financial Proposals is offered: Yes											
25.1	For the purpose of the evaluation, the Client will exclude: (a) all identifiable indirect taxes such as Service Tax or similar taxes levied on the Consultant’s invoices If aContract is awarded, at Contract negotiations, all such taxes will be discussed,											

	<p>finalized (using the itemized list as a guidance but not limiting to it) and added to the Contract amount as a separate line, also indicating which taxes shall be paid by the Consultant and which taxes are withheld and paid by the Client on behalf of the Consultant.</p> <p>All applicable taxes shall be paid by the Consulting firm</p> <p>The Client shall reimburse the Service Tax to the consultant as per the applicable rates</p>
26.1	<p>The single currency for the conversion of all prices expressed in various currencies into a single one is: Indian Rupees</p> <p>The official source of the selling (exchange) rate is: State Bank of India [SBI] B.C selling rate of Exchange</p> <p>The date of the exchange rate is: The last date for submission of proposals</p>
27.1 (QCBS only)	<p>The lowest evaluated Financial Proposal (Fm) is given the maximum financial score (Sf) of 100.</p> <p>The formula for determining the financial scores (Sf) of all other Proposals is calculated as following:</p> <p>$Sf = 100 \times Fm / F$, in which “Sf” is the financial score, “Fm” is the lowest price, and “F” the price of the proposal under consideration.</p> <p>The weights given to the Technical (T) and Financial (P) Proposals are: T = 0.80, and P = 0.20</p> <p>Proposals are ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; T + P = 1) as following: $S = St \times T\% + Sf \times P\%$.</p>
D. Negotiations and Award	
28.1	<p>Expected date and address for contract negotiations: To be Intimated Address: </p>
30.1	<p>The publication of the contract award information following the completion of the contract negotiations and contract signing will be done as following: www.moud.gov.in</p> <p>The publication will be done within 07 (seven) days after the contract signing.</p>
30.2	<p>Expected date for the commencement of the Services: </p>

Section 3. Technical Proposal – Standard Forms

{ Notes to Consultant shown in brackets { } throughout Section 3 provide guidance to the Consultant to prepare the Technical Proposal; they should not appear on the Proposals to be submitted. }

CHECKLIST OF REQUIRED FORMS

Required for FTP or STP (v)		FORM	DESCRIPTION	<i>Page Limit</i>
FTP	STP			
√	√	TECH-1	Technical Proposal Submission Form.	
“√” If applicable		TECH-1 Attachment	If the Proposal is submitted by a joint venture, attach a letter of intent or a copy of an existing agreement.	
“√” If applicable		Power of Attorney	No pre-set format/form. In the case of a Joint Venture, several are required: a power of attorney for the authorized representative of each JV member, and a power of attorney for the representative of the lead member to represent all JV members	
√		TECH-2	Consultant’s Organization and Experience.	
√		TECH-2A	A. Consultant’s Organization	
√		TECH-2B	B. Consultant’s Experience	
√		TECH-3	Comments or Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be provided by the Client.	
√		TECH-3A	A. On the Terms of Reference	
√		TECH-3B	B. On the Counterpart Staff and Facilities	
√	√	TECH-4	Description of the Approach, Methodology, and Work Plan for Performing the Assignment	
√	√	TECH-5	Work Schedule and Planning for Deliverables	
√	√	TECH-6	Team Composition, Key Experts Inputs, and attached Curriculum Vitae (CV)	

All pages of the original Technical and Financial Proposal shall be initialed by the same authorized representative of the Consultant who signs the Proposal.

FORM TECH-1

TECHNICAL PROPOSAL SUBMISSION FORM

{Location, Date}

To:

[Name and address of Client]

Dear Sirs:

We, the undersigned, offer to provide the consulting services for **Municipal tax and fees improvement – Improvement in property Tax Collections** in *[Insert name of the State/ULB]* in accordance with your Request for Proposals dated *[Insert Date]* and our Proposal. *on the QCBS selection method stated in the RFP*: “We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope”

{If the Consultant is a joint venture, insert the following: We are submitting our Proposal a joint venture with: {Insert a list with full name and the legal address of each member, and indicate the lead member}. We have attached a copy {insert: “of our letter of intent to form a joint venture” or, if a JV is already formed, “of the JV agreement”} signed by every participating member, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture.

{OR

If the Consultant’s Proposal includes Sub-consultants, insert the following: We are submitting our Proposal with the following firms as Sub-consultants: {Insert a list with full name and address of each Sub-consultant.}

We hereby declare that:

- (a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the Client and/or may be sanctioned by the Bank.
- (b) Our Proposal shall be valid and remain binding upon us for the period of time specified in the Data Sheet, Clause 12.1.
- (c) We have no conflict of interest in accordance with ITC 3.
- (d) We meet the eligibility requirements as stated in ITC 6, and we confirm our understanding of our obligation to abide by the Bank’s policy in regard to corrupt and fraudulent practices as per ITC 5.
- (e) We, along with any of our sub-consultants, subcontractors, suppliers, or service providers for any part of the contract, are not subject to, and not controlled by any entity or individual that is subject to, a temporary suspension or a debarment imposed by a member of the World Bank Group or a debarment imposed by the World Bank Group in

accordance with the Agreement for Mutual Enforcement of Debarment Decisions between the World Bank and other development banks. Further, we are not ineligible under the Employer’s country laws or official regulations or pursuant to a decision of the United Nations Security Council;

- (f) In competing for (and, if the award is made to us, in executing) the Contract, we undertake to observe the laws against fraud and corruption, including bribery, in force in the country of the Client.
- (g) Except as stated in the Data Sheet, Clause 12.1, we undertake to negotiate a Contract on the basis of the proposed Key Experts. We accept that the substitution of Key Experts for reasons other than those stated in ITC Clause 12 and ITC Clause 28.4 may lead to the termination of Contract negotiations.
- (h) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the assignment no later than the date indicated in Clause 30.2 of the Data Sheet.

We understand that the Client is not bound to accept any Proposal that the Client receives.

We remain,

Yours sincerely,

Authorized Signature {In full and initials}: _____

Name and Title of Signatory: _____

Name of Consultant (company’s name or JV’s name): _____

In the capacity of: _____

Address: _____

Contact information (phone and e-mail): _____

{For a joint venture, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached}

FORM TECH-2
CONSULTANT’S ORGANIZATION AND EXPERIENCE

Form TECH-2: a brief description of the Consultant’s organization and an outline of the recent experience of the Consultant that is most relevant to the assignment. In the case of a joint venture, information on similar assignments shall be provided for each partner. For each assignment, the outline should indicate the names of the Consultant’s Key Experts and Sub-consultants who participated, the duration of the assignment, the contract amount (total and, if it was done in a form of a joint venture or a sub-consultancy, the amount paid to the Consultant), and the Consultant’s role/involvement.

A - Consultant’s Organization

1. Provide here a brief description of the background and organization of your company, and – in case of a joint venture – of each member for this assignment.
2. Include organizational chart, a list of Board of Directors, and beneficial ownership

B - Consultant’s Experience

1. List only previous similar assignments successfully completed² in the last *10 (ten)* years.
2. List only those assignments for which the Consultant was legally contracted by the Client as a company or was one of the joint venture partners. Assignments completed by the Consultant’s individual experts working privately or through other consulting firms cannot be claimed as the relevant experience of the Consultant, or that of the Consultant’s partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Consultant should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by the Client.

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract value (in US\$ equivalent)/ Amount paid to your firm	Role on the Assignment
{e.g., Jan.2009– Apr.2010}	{e.g., “Improvement quality of.....”: designed master plan for rationalization of; }	{e.g., Ministry of, country}	{e.g., US\$1 mill/US\$0.5 mill}	{e.g., Lead partner in a JV A&B&C}
{e.g., Jan-May 2008}	{e.g., “Support to sub-national government.....” : drafted secondary level regulations on.....}	{e.g., municipality of....., country}	{e.g., US\$0.2 mil/US\$0.2 mil}	{e.g., sole Consultant}

²The Claims of completion shall be self-certified. A copy of work order/ agreement required to be submitted. Substantially completed assignments shall be considered in case the Applicant has completed and submitted Draft Final Report. The client may seek clarifications, if required

FORM TECH-3
COMMENTS AND SUGGESTIONS ON THE TERMS OF REFERENCE, COUNTERPART
STAFF, AND FACILITIES TO BE PROVIDED BY THE CLIENT

Form TECH-3: comments and suggestions on the Terms of Reference that could improve the quality/effectiveness of the assignment; and on requirements for counterpart staff and facilities, which are provided by the Client, including: administrative support, office space, local transportation, equipment, data, etc.

A - On the Terms of Reference

{improvements to the Terms of Reference, if any}

B - On Counterpart Staff and Facilities

{comments on counterpart staff and facilities to be provided by the Client. For example, administrative support, office space, local transportation, equipment, data, background reports, etc., if any}

FORM TECH-4
DESCRIPTION OF APPROACH, METHODOLOGY, AND WORK PLAN IN RESPONDING TO
THE TERMS OF REFERENCE

Form TECH-4: a description of the approach, methodology and work plan for performing the assignment, including a detailed description of the proposed methodology and staffing for training, if the Terms of Reference specify training as a specific component of the assignment.

{Suggested structure of your Technical Proposal (in FTP format):

- a) Technical Approach and Methodology
- b) Work Plan
- c) Organization and Staffing }

- a) **Technical Approach and Methodology.**{The client will assess whether the proposed methodology is clear, responds to the TOR and leads to achieving results. The consultant shall also clearly define methodology to achieve the milestones envisaged in AMRUT guidelines.**Please do not repeat/copy the TORs in here.**}
- b) **Work Plan.**{Please outline the plan for the implementation of the main activities/tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and tentative delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing your understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents (including reports) to be delivered as final output(s) should be included here. The work plan should be consistent with the Work Schedule Form. }
- c) **Organization and Staffing.**{Please describe the structure and composition of your team, including the list of the Key Experts, Non-Key Experts and relevant technical and administrative support staff. }

**FORM TECH-5
WORK SCHEDULE AND PLANNING FOR DELIVERABLES**

N°	Deliverables ¹ (D-..)	Months												
		1	2	3	4	5	6	7	8	9	n	TOTAL	
D-1	{e.g., Deliverable #1: (inception report)													
	1) data collection													
	2) drafting													
	3) inception report)													
	4) incorporating comments													
	5)													
	6) delivery of final inception report to Client}													
D-2	{e.g., Deliverable #2:.....}													
n														

- 1 List the deliverables with the breakdown for activities required to produce them and other benchmarks such as the Client’s approvals. For phased assignments, indicate the activities, delivery of reports, and benchmarks separately for each phase.
- 2 Duration of activities shall be indicated in a form of a bar chart.
- 3 Include a legend, if necessary, to help read the chart.

FORM TECH-6

TEAM COMPOSITION, ASSIGNMENT, AND KEY EXPERTS’ INPUTS

N°	Name	Expert’s input (in person/month) per each Deliverable (listed in TECH-5)										Total time-input (in Months)			
		Position		D-1		D-2		D-3	D-...			Home	Field	Total
KEY EXPERTS															
K-1	{e.g., Mr. Abbbb}	[Team Leader]	[Home]	[2 month]	[1.0]	[1.0]									
			[Field]	[0.5 m]	[2.5]	[0]									
K-2															
K-3															
n															
											Subtotal				
NON-KEY EXPERTS															
N-1			[Home]												
			[Field]												
N-2															
n															
											Subtotal				
											Total				

- 1 For Key Experts, the input should be indicated individually for the same positions as required under the Data Sheet ITC21.1.
- 2 Months are counted from the start of the assignment/mobilization. One (1) month equals twenty two (22) working (billable) days. One working (billable) day shall be not less than eight (8) working (billable) hours.
- 3 “Home” means work in any place other than Client’s working place mentioned in the RfP.

4. 'Field' means work carried out at a place mentioned in the RfP [insert name of ULB if the work is for the ULB or State if the work is for the State]

Fu [redacted] ut
Pa [hatched] ut

**FORM TECH-6
(CONTINUED)**

CURRICULUM VITAE (CV)

Position Title and No.	{e.g., K-1, TEAM LEADER}
Name of Expert:	{Insert full name}
Date of Birth:	{day/month/year}
Country of Citizenship/Residence	

Education: {List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained}

Employment record relevant to the assignment: {Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.}

Period	Employing organization and your title/position. Contact infor for references	Country	Summary of activities performed relevant to the Assignment
[e.g., May 2005-present]	[e.g., Ministry of, advisor/consultant to... For references: Tel...../e-mail.....; Mr. Hbbbb, deputy minister]		

Membership in Professional Associations and Publications:

Language Skills (indicate only languages in which you can work): _____

Section 4. Financial Proposal - Standard Forms

{*Notes to Consultant* shown in brackets { } provide guidance to the Consultant to prepare the Financial Proposals; they should not appear on the Financial Proposals to be submitted.}

Financial Proposal Standard Forms shall be used for the preparation of the Financial Proposal according to the instructions provided in Section 2.

- FIN-1 Financial Proposal Submission Form
- FIN-2 Summary of Costs
- FIN-3 Breakdown of Remuneration, including Appendix A “Financial Negotiations - Breakdown of Remuneration Rates” in the case of QBS method
- FIN-4 Reimbursable expenses

**FORM FIN-1
FINANCIAL PROPOSAL SUBMISSION FORM**

{Location, Date}

To:

[Name and address of Client]

Dear Sirs:

We, the undersigned, offer to provide the consulting services for **[Municipal tax and fees Improvement- Improvement in Property Tax Collections]** in **[Insert the name of the state/ULB]** in accordance with your Request for Proposal dated **[Insert Date]** and our Technical Proposal.

Our attached Financial Proposal is for the amount of {Indicate the corresponding to the amount(s) currency(ies)} {Insert amount(s) in words and figures}, *[Insert “including” or “excluding”] of all indirect local taxes in accordance with Clause 25.1 in the Data Sheet.* The estimated amount of local indirect taxes is {Insert currency} {Insert amount in words and figures} which shall be confirmed or adjusted, if needed, during negotiations. {Please note that all amounts shall be the same as in Form FIN-2}.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, i.e. before the date indicated in Clause 12.1 of the Data Sheet.

Commissions and gratuities paid or to be paid by us to an agent or any third party relating to preparation or submission of this Proposal and Contract execution, paid if we are awarded the Contract, are listed below:

Name and Address of Agents	Amount and Currency	Purpose of Commission or Gratuity
_____	_____	_____

{If no payments are made or promised, add the following statement: “No commissions or gratuities have been or are to be paid by us to agents or any third party relating to this Proposal and Contract execution.”}

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature {In full and initials}: _____

Name and Title of Signatory: _____

In the capacity of: _____

Address: _____

E-mail: _____

{For a joint venture, either all members shall sign or only the lead member/consultant, in which case the power of attorney to sign on behalf of all members shall be attached}

FORM FIN-2 SUMMARY OF COSTS

Item	Cost			
	{Consultant must state the proposed Costs in accordance with Clause 16.4 of the Data Sheet; delete columns which are not used}			
	{Insert Foreign ³ Currency # 1}	{Insert Foreign Currency # 2, if used}	{Insert Foreign Currency # 3, if used}	{Insert Local Currency, if used and/or required (16.4 Data Sheet)}
Total Cost of the Financial Proposal				
Including:				
(1) Remuneration				
(2) Reimbursables				
Total Cost of the Financial Proposal: {Should match the amount in Form FIN-1}				
Indirect Local Tax Estimates – to be discussed and finalized at the negotiations if the Contract is awarded				
(i) {insert type of tax Such as Service Tax}				
<u>Total Estimate for Indirect Local Tax:</u>				

Footnote: Payments will be made in the currency- Indian Rupees

³Indicate between brackets the name of the foreign currency. Maximum of three currencies; use as many columns as needed, and delete the others

FORM FIN-4 BREAKDOWN OF REIMBURSABLE EXPENSES

When used for Lump-Sum contract assignment, information to be provided in this Form shall only be used to demonstrate the basis for calculation of the Contract ceiling amount, to calculate applicable taxes at contract negotiations and, if needed, to establish payments to the Consultant for possible additional services requested by the Client. This form shall not be used as a basis for payments under Lump-Sum contracts

B. Reimbursable Expenses								
N°	Type of Reimbursable Expenses	Unit	Unit Cost	Quantity	{Currency # 1- as in FIN-2}	{Currency # 2- as in FIN-2}	{Currency# 3- as in FIN-2}	{Local Currency- as in FIN-2}
___	{e.g., Per diem allowances**}	{Day}		_____				
___	{e.g., International flights}	{Ticket}		_____				
___	{e.g., Domestic travels}	{Trip}						
___	{e.g., In/out airport /Rly Station/Bus Stand transportation}	{Trip}						
	Local Travel	Month			_____			
	{e.g., Communication costs (telephone, internet etc.)}	Month			_____			
	{ e.g., reproduction of reports}	month			_____			
	{e.g., Office running cost including stationery, office maintenance, office equipment etc.)}	month			_____			
				_____			
Total Costs								

Legend:
 “Per diem allowance” is paid for each night the expert is required by the Contract to be away from his/her usual place of residence.

Section 5. Eligible Countries

In reference to ITC6.3.2, for the information of shortlisted Consultants, at the present time firms, goods and services from the following countries are excluded from this selection:

Under the ITC 6.3.2 (a): None

Under the ITC 6.3.2 (b): None

Section 6. Bank Policy – Corrupt and Fraudulent Practices

Guidelines for Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers, dated January 2011:

“Fraud and Corruption

1.23 It is the Bank’s policy to require that Borrowers (including beneficiaries of Bank loans), consultants, and their agents (whether declared or not), sub-contractors, sub-consultants, service providers, or suppliers, and any personnel thereof, observe the highest standard of ethics during the selection and execution of Bank-financed contracts [footnote: In this context, any action taken by a consultant or any of its personnel, or its agents, or its sub-consultants, sub-contractors, services providers, suppliers, and/or their employees, to influence the selection process or contract execution for undue advantage is improper.]. In pursuance of this policy, the Bank:

(a) defines, for the purposes of this provision, the terms set forth below as follows:

- (i) “corrupt practice” is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party⁴;
- (ii) “fraudulent practice” is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation⁵;
- (iii) “collusive practices” is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party⁶;
- (iv) “coercive practices” is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party⁷;
- (v) “obstructive practice” is
 - (aa) deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede

⁴ For the purpose of this sub-paragraph, “another party” refers to a public official acting in relation to the selection process or contract execution. In this context “public official” includes World Bank staff and employees of other organizations taking or reviewing selection decisions.

⁵ For the purpose of this sub-paragraph, “party” refers to a public official; the terms “benefit” and “obligation” relate to the selection process or contract execution; and the “act or omission” is intended to influence the selection process or contract execution.

⁶ For the purpose of this sub-paragraph, “parties” refers to participants in the procurement or selection process (including public officials) attempting either themselves, or through another person or entity not participating in the procurement or selection process, to simulate competition or to establish prices at artificial, non-competitive levels, or are privy to each other’s bid prices or other conditions.

⁷For the purpose of this sub-paragraph, “party” refers to a participant in the selection process or contract execution.

a Bank investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or

- (bb) acts intended to materially impede the exercise of the Bank’s inspection and audit rights;
- (b) will reject a proposal for award if it determines that the consultant recommended for award or any of its personnel, or its agents, or its sub-consultants, sub-contractors, services providers, suppliers, and/or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question;
- (c) will declare misprocurement and cancel the portion of the Loan allocated to a contract if it determines at any time that representatives of the Borrower or of a recipient of any part of the proceeds of the Loan were engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices during the selection process or the implementation of the contract in question, without the Borrower having taken timely and appropriate action satisfactory to the Bank to address such practices when they occur, including by failing to inform the Bank in a timely manner they knew of the practices;
- (d) will sanction a firm or an individual at any time, in accordance with prevailing Bank’s sanctions procedures⁸, including by publicly declaring such firm or an ineligible, either indefinitely or for a stated period of time: (i) to be awarded a Bank-financed contract, and (ii) to be a nominated⁹ sub-consultant, supplier, or service provider of an otherwise eligible firm being awarded a Bank-financed contract.

⁸ A firm or an individual may be declared ineligible to be awarded a Bank-financed contract upon (i) completion of the Bank’s sanctions proceedings as per its sanctions procedures, including inter alia: cross-debarment as agreed with other International Financial Institutions, including Multilateral Development Banks, and through the application of the World Bank Group corporate administrative procurement sanctions procedures for fraud and corruption; and (ii) as a result of temporary suspension or early temporary suspension in connection with an ongoing sanctions proceedings. See footnote 12 and paragraph 8 of Appendix 1 of these Guidelines.

⁹ A nominated sub-consultant, supplier, or service provider is one which has been either (i) included by the consultant in its proposal because it brings specific and critical experience and know-how that are accounted for in the technical evaluation of the consultant’s proposal for the particular services; or (ii) appointed by the Borrower.

Section 7. Terms of Reference

7.1 Objective of Assignment

The objective of this assignment is to improve the revenue of the ULBs from Property Tax by

- a) identifying under-assessed and un-assessed properties so as to increase coverage to at least 90%
- b) computerisation of Property Tax records and Tax management system, display Demand Collection Book on the Web, putting in place an on-line system for assessment and collection of Property Tax, and¹⁰
- c) Recommend improvements in existing administrative system to achieve at least 90% in Property Tax collection along with a grievances redressal system.

7.2 Description of Tasks

The Tasks to be performed and key activities under the assignment will include:

Task 1: Increase Coverage to at least 90%

- i. Identify un-assessed and under assessed properties by :
 - a. Sample door to door survey (quantum to be decided by the ULB) and/or
 - b. Cross verification of existing property tax records with data sets from other sources including other municipal departments(e.g. Building Permission, Trade Licensing, Factory Licensing etc.),, other public utilities (e.g. Electricity, Industries, Town Planning etc.) and other publicly available maps etc.; identification of likely missing properties in property tax register
 - c. Based on findings of sample door to door survey and cross verification of property to records with other data bases prepare a complete updated property tax database.
 - d. Identification of un-assessed properties and under assessed properties by using special technologies to achieve physical measurements for improvement in property tax;
- ii. Provide support to ULB in updating the property tax register with inclusion of un-assessed properties and by reassessment of under assessed properties.
- iii. Estimation of total demand for property tax based on updated property tax register
- iv. Provide support to the ULB through convergence with Capacity Building programme of “AMRUT” to build capacity of the concerned staff of ULB to enable the ULB to a) prepare road map for accessing data from other sources including municipal departments and other utilities for cross verification on regular basis b) identify un assessed and under assessed

¹⁰ ULBs may assess the scope of work based on the current status of computerization of tax records, as well as computerization of the property tax administration. The availability of GIS based databases in the ULB may also be assessed to refine the scope of work of the consultant.

properties and include them in assessment records for widening of tax base and c) periodically updating property tax records ;

7.3 Method of Cross Verification and Reconciliation of Data

7.3.1 Cross verification with data sets from other sources including utilities.

- I. Study existing property tax records/Existing property tax data Sheet.
- II. Identify likely missing properties in the assessment records by matching Property Number/Ward Number with datasets from other sources. These sources will include other municipal departments such as water supply, building permission; Trade Licensing, Factory Licensing (the list may vary from ULB to ULB), and database of other utilities such as town planning, electricity, telephone.
- III. Cross verify usage etc. e.g. Residential/Commercial/Others and number of connections and sub-connections.
- IV. Study existing property tax assessment data for:
 - a) Size of Plot, Vacant or Constructed
 - b) Age of construction
 - c) Whether Single Unit or Apartment Building,
 - d) Number of Floors ,
 - e) Number of Apartments Floor wise,
 - f) Covered Area of the Property Floor-Wise,
 - g) Structure of the Property (Kutcha, Semi Pucca, Pucca as per census classification
 - h) Occupancy status e.g. Self-occupied or Rented.
 - i) Type of use – commercial, residential, mixed etc
 - j) Exemption status – Government, religious, institutional, other uses
 - k) All such data which have a bearing on the property tax assessment on the property as per property tax legislation and rules.
 - l) Identify un-assessed and under assessed properties.
 - m) Update existing property tax data by including un assessed and under assessed properties in the property tax register.

Task II: Computerization

- I. Carryout an assessment of GIS/ E Governance/ computerisation initiatives in the State/ULB and other GOI Missions/Programmes and prepare a roadmap for improvement of property tax administration within already existing or planned IT initiatives.
- II. Computerization of the complete property tax assessment records including Demand and Collection registers after cross verification with Survey Data and data sets from other sources including other utilities so as to create a complete updated data base of the properties.

(Cities will indicate existing status of computerization of property tax records and in case property tax records are digitized, will provide details of platform on which records are digitized)

- III. Introduce multiple tax payment options including payments through mobile apps.
- IV. Real-time updating of ledgers and Demand and Collection registers integrating various points of payment/ collection.
- V. Computerization of all existing property tax records including assessment records and DCB and update them after the procedures stated above.
- VI. Recommend road map for Integration of property tax register with other databases of the ULB and other utilities.
- VII. Display assessment records and Demand and Collection Registers on Website to enable tax payers to access their own assessment and ledger records.
- VIII. Enable online assessment and collection including through mobile applications
- IX. Evaluate other ongoing/completed E Governance or computerisation in existing/new e-governance platforms in the ULB.
- X. Provide a roadmap for integration of the software with e-governance and GIS solutions being implemented by the cities separately.
- XI. Define roadmap and prepare RFP for maintenance and updation of GIS data for next 5 years.

Task III: Improved Tax Administration

- i. Review the existing system of coverage, assessment, demand collection, dispute resolution, enforcement, litigation, revisions, register updation etc; identify gaps and recommend steps for improvement, which are within the purview of the ULB to implement.
- ii. Prepare a list of steps separately for improvement which are outside the purview of ULB, which may be pursued by ULB with competent authorities.
- iii. Recommend institutional measures for sharing of databases between ULB and other utilities so as to ensure continuous updation of property tax database.
- iv. Develop an annual property tax calendar for the ULB listing various responsibilities in property tax administration, responsibility for implementation and deadlines for completion within the legislative framework.
- v. Convergence with Capacity Building programme under NMRUT for capacity building of ULB in efficient tax management especially in computerised environment;
- vi. Establishing dispute resolution and tax-payer grievance redress mechanism (including an online platform) in accordance with relevant provisions of the applicable Municipal Act.

7.4 Results to be achieved

The results to be achieved under this assignment include:-

Task I

- (i) Widening of the tax base by identification of un-assessed and under-assessed properties through cross verification with other data bases and bringing them under the Property Tax net so as to achieve at least 90% coverage.

Task II

- (ii) A modern computerised property tax data base on existing e-governance platforms in States/ULBs and GIS interface under AMRUT.
- (iii) Display of assessment records and Demand and Collection registers on Website.
- (iv) Introduction of computerized on-line system for self assessment/assessment and payment with multiple payment options including use of Mobile application.

Task III

- (v) Measures to be taken in improvement in existing property tax administration so as to increase Property Tax collections to at least 90% of the estimated total property tax demand in the ULB.
- (vi) Build capacity of the ULB by convergence with capacity building programme under “AMRUT”.

7.5 Outputs and Deliverables

Report	Time line	Documents	Deliverables and Contents
Inception Report	End of 1 st month from start date as per contract	Hard copies, and Electronic version	<p>Task I – Improved property tax register</p> <p>Methodology for identification of unassessed/ under assessed properties as per the scope of work.</p> <p>Assessment of existing of property tax register; method of updation; identification of other data bases required for cross verification, linkages with other department to arrive at estimate of unassessed or under assessed properties based on coverage norms</p> <p>Methodology for collection of data from sources as defined in tasks and comparing it with existing property tax register.</p> <p>Broad estimate of additional revenue potential.</p> <p>Task II - Computerisation</p> <p>Brief analysis of existing situation, including status of IT/ GIS.</p> <p>Data base design for digitization of property tax records proposed.</p> <p>Study of PT Laws, rules instructions and practices for designing of on-line PT Assessment and Collection system starts.</p> <p>Task III – Property tax administration</p> <p>Brief description of current work practices</p> <p>Assessment of property tax management using key indicators such as i) coverage ii) collection efficiency, iii) arrears, iv) disputes etc.</p> <p>Record of meetings held, any other issues arising</p>

Report	Time line	Documents	Deliverables and Contents
Interim Report (First)	End of 3 rd Month from start date as per contract	Hard Copies, and Electronic version	<p>Task I</p> <p>Data Sets from other utilities identified under Inception Report accessed process of cross verification with existing property tax data designed and initiated.</p> <p>Action Plan for assessment and re assessment of un assessed and under assessed properties prepared in consultation with ULB.</p> <p>At least 25% of cross verification completed.</p> <p>Task II</p> <p>Data Base design for Digitization of existing property tax records completed and digitization of existing records initiated.</p> <p>Assessment of software and hardware requirements for online assessment and collection system completed.</p> <p>Study of ongoing e-governance and IT based projects initiated/completed by the State/ULB and GIS in AMRUT completed.</p> <p>Task III</p> <p>Assessment of existing tax administration system to improve property tax administration completed to prepare, draft property tax administration calendar and mechanism for dispute resolution and grievance redressal including online platform for the same.</p> <p>Prepare roadmap to build capacity of the ULB by convergence with capacity building programme under “AMRUT”</p>
Interim Report (Second)	End of 9 th month from start date as per contract	As above	<p>Task I</p> <p>Cross verification of data with other data sets completed.</p> <p>Summary of findings identifying un assessed and under assessed properties shared with ULB and notices issued for assessment/reassessment as per Action Plan prepared</p> <p>Estimate of revised total property tax demand in the city based on updated property tax records prepared and shared with ULB.</p> <p>Task II</p> <p>Computerisation activities completed and UAT initiated.</p> <p>Updated computerised and GIS linked property tax register available.</p> <p>Task III</p> <p>Property tax administration system put in place</p> <p>Any other issues arising.</p>
Draft Final Report	End of 11 th months from start date as per contract	As above	<p>Property tax records updated.</p> <p>Up dated Property Tax records placed on web site.</p> <p>Online Assessment and Collection System operational.</p> <p>Tax payer’s grievance and dispute redress system, established.</p> <p>Recommendations on measures to achieve increase in property tax</p>

Report	Time line	Documents	Deliverables and Contents
			collections submitted and discussed with ULB., Report on status of online dispute resolution system. Any other issue not envisaged earlier but came up during the implementation.
Final Report	End of 12 th Month from start date as per contract	As above	Finding of the exercise and results achieved. Recommendations to the ULBs for taking steps to sustain the system.
Handholding Support	Form the month of acceptance and approval of interim report second i.e. 10 th month to 12 th Month		Handholding support to ULB shall be started by the Firm from the 10 th month and will be continued till the 12 th month from the start date as per the contract to help ULB in implementation of findings for updated property tax records. Monthly progress report of handholding report to be submitted. Three (03) Monthly progress reports to be submitted.
<p><i>The scope of work for the consultant should also be assessed by the city to verify</i></p> <p>a) To what extent is property tax administered using IT system and what is the scope of work the consultant is expected to undertake</p> <p>b) To what extent is the property tax register linked with GIS based database of the ULB</p>			

7.6 Team Composition and Qualification Requirement for key Experts

The assignment is to be undertaken by a full-time Team Leader who should be a Urban Finance specialist with knowledge in MIS, IT sector, and should have experience in municipal taxation.. Since the focus is on improving the ULBs' own source revenue from Property Tax, the Team Leader should also have clear understanding of the issues in urban governance, municipal financial management, and, state vs local bodies' fiscal relations in India, S/he will be supported by a team of specialists with expertise in IT/Software, MIS designing and Data analysis., The contract period will be 12(twelve) months. The team should be able to demonstrate the qualifications and experience as prescribed in table below:

7.6.1 Core Team

Position	Minimum Qualifications & skills	Minimum Experience

Team Leader	<p>Chartered accountant/ Cost Accountant/ Post Graduate in Finance or law or public finance or MBA with specialisation in finance.</p> <p>Good knowledge of Property Tax Administration and municipal finance.</p> <p>Knowledge of IT enabled revenue collection by public authorities/ public utilities.</p> <p>Experience of working at HOD level in the State/ULB, or experience in commercial taxes departments of State or Central Governments and</p> <p>knowledge of local language will be an added advantage.</p>	<p>Managed at least 2 projects of similar nature.</p> <p>At least 10 years' experience in the urban sector</p>
IT Professional/Software Engineer	<p>IT professional with post graduate level qualification in the field with sound knowledge of software development for Property Tax.</p>	<p>5 years professional experience.</p> <p>Managed/worked in at least 2 assignments of IT based Tax Administration system.</p>
MIS expert/Data Analyst	<p>Degree or equivalent in relevant area.</p>	<p>5 years professional experience in MIS designing and data analysis.</p>

Additional Technical personnel as per requirement (CV not to be evaluated):

Position	Qualifications & skills	Experience
Data Processors/Data Entry Operators.	Diploma/Degree in IT	2 years' experience in data processing

(Note: The man power is indicative and cities while issuing RFP may assess and indicate the manpower as per their actual requirement.)

7.7 TA management and counterpart staff

The assignment will be contracted by the (insert name of State/City) for carrying out the assignment in (Insert name of the City/Cities).

7.7.1 Items to be provided by the ULB

- a. The State will nominate a Nodal Officer at the State Level who will be responsible for coordinating the implementation in the cities.
- b. The **(INSERT NAME OF CITY)** will:
- c. Provide a Nodal officer (Senior Level Officer) to liaise with the Consultant and Zonal Officers and to assist in accessing data sets from other utility organisation.. For compatibility purposes Consultant will also take into account initiatives already undertaken by the State Government and City.
- d. The responsibilities for property tax administration would continue to be with the ULB, especially the responsibility for including unassessed properties in the register and carrying out re assessments of under assessed properties.
- e. Provide the Consultant with necessary information and provide access to existing property tax records.
- f. Arrange for Hardware and Software, Connectivity and Institutional set up required for property tax administration; access rights to consultant to use the hardware and software. .

7.7.2 Items to be provided by the agency

In addition to the results and deliverables listed above, the Consultant will provide:

- a. All manpower, materials and equipment necessary carrying out the assignments.
- b. All report production and necessary translations.
- c. Computers and software required by the consultant other than those required as a part of property tax administration
- d. Arrange for all transportation and travelling required for the TA including Investigations.

Section 8. Conditions of Contract and Contract Forms

Attached separately