

Government of the People's Republic of Bangladesh
Finance Division, Ministry of Finance
Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS)
Scheme on PFM Reforms Leadership, Coordination and Monitoring
UCEP Cheney Tower (2nd Floor)
25, Segunbagicha, Dhaka

Request for Expressions of Interest

EOI Ref. No. 07.00.0000.103.14.001.19-234

Date: 30 June, 2019

The National Program Director, SPFMS Program has been allocated public funds from the Government of the Peoples Republic of Bangladesh (GoB) toward the cost of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), and it intends to apply part of the proceeds of these funds to make payments under the contract for the provision of consultancy services for the program to an individual consultant (National).

The qualifications and experiences required for the services of this assignment are as follows:

S. N.	Position	No. of Post	Minimum Qualification	Minimum General Experience	Responsibilities
1.	Program Executive and Coordinator (PFM Reforms & Change Management)	01	Master's degree in public finance/ economics/ accounting/ public policy/ public administration/ Law/ International Relations/ Management or related disciplines	<ul style="list-style-type: none"> • At least 03 years of experience in dealing with Public Financial Management. • At least 14 years of experience in civil service • Experienced in working in a project, team, or office in a result-oriented environment • Must have computer literacy and communication skills 	To ensure a broad-based representation and coordination for the overall PFM reforms, at least two members of the PECT will represent PFM institutions other than the FD.
2.	Program Executive and Coordinator (Macro Economics & Debt Management)	01			
3.	Program Executive and Coordinator (Budget and Expenditure Management)	01			
4.	Program Executive and Coordinator (iBAS++ & BACS)	01			
5.	Program Executive and Coordinator (SOE Governance)	01			
6.	Program Executive and Coordinator (Payments, Pensions & Financial Reporting)	01			
7.	Program Executive and Coordinator (Revenue Mobilization, Planning & Procurement)	01			
8.	Program Executive and Coordinator (Accountability & Parliamentary Oversight)	01			

The National Program Director, SPFMS Program now invites eligible applicants to indicate their interest in providing the services. Applicants are invited to provide information indicating that they are qualified to perform the services (complete CV with other details as required as per the Application Forms)

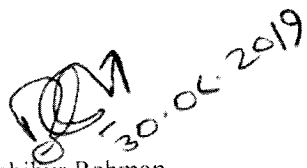


A Consultant will be selected as per the provisions of Public Procurement Rules, 2008. It is expected that the assignment of Consultants will be commenced on July, 2019 at Dhaka and shall be completed on June, 2023.

Interested Applicants are required to submit their expressions of interest in accordance with the application Forms and may obtain the Request for Application document from the office of the undersigned during the normal office hours or from the website of Finance Division (www.mof.gov.bd). Note that one applicant cannot apply more than three posts.

Expression of Interest shall be submitted by **12:00 PM on 17th July, 2019** in sealed envelope delivered to Additional Secretary & National Program Director, and be clearly marked "Request for Expressions of Interest for(name of position)....." Only short-listed candidates will be notified.

The procuring entity reserves the right to accept or reject any or all EOI's.

A handwritten signature in black ink, followed by the date "30.06.2019" written in a similar style.

Md. Habibur Rahman
Additional Secretary & National Program Director
Strengthening Public Financial Management Program to Enable Service Delivery
Finance Division, Ministry of Finance
Tel. No: 9511050 E-mail: habibrdhaka@gmail.com

Forms

Form A: Application Submission Form

Form B: CV of the Applicant

Form C: Remuneration and Reimbursable

Form A. Application Submission

[Location: dd/mm/yy]

To:

Additional Secretary & National Program Director
Strengthening Public Financial Management Program to Enable Service Delivery
Finance Division, Ministry of Finance
Tel. No: 9511050 E-mail: habibrdhaka@gmail.com

Dear Sir:

I am hereby submitting my Application to provide the consultancy Services for[Name of Position] in accordance with your Request for Expression of Interest dated [dd/mm/yy].

I undertake, if I am selected, to commence the consulting Services for the assignment within the time limit agreed during negotiation of the contract.

I understand that you are not bound to accept any Application that you may receive.

Yours sincerely,

Signature Print
name Address:
Tel:

Attachment:

Form B. Curriculum Vitae (CV) of the Applicant

1.	PROPOSED POSITION FOR THIS PROJECT		<i>[From the Terms of Reference, state the position for which the Consultant will be engaged.]</i>
2.	NAME OF PERSON		<i>[state full Name]</i>
3.	DATE OF BIRTH		<i>dd/mm/yyJ</i>
4.	NATIONALITY		
5.	MEMBERSHIP IN PROFESSIONAL SOCIETIES		<i>[state rank and name of society and year of attaining the rank]</i>
6.	EDUCATION		<i>[List all the colleges/universities which the Applicant</i> <i>Attended, stating degrees obtained, and dates, and list any other specialized education of the Applicant]</i>
7.	OTHER TRAINING		<i>[indicate significant training since degrees under EDUCATION were obtained, which is pertinent to the proposed tasks of the Consultant]</i>
8.	LANGUAGESs DEGREE OF PROFICIENCY		Language : Speaking: Reading: Writing e.g, English 'Fluent: Excellent: Excellent
9.	COUNTRIES OF WORK EXPERIENCE		
10.	EMPLOYMENT RECORD		
	[starting with present/recent position list in reverse order [every employment held and state the start and end dates of each employment]		[The applicant should clearly distinguish whether as an “employee” or as a “Consultant: or “Advisor” or “Specialist”]. [The applicant should clearly indicate the position held and give a brief description of the duties in which the Applicant was involved].
11.	(a) EMPLOYER 1 (Name and address with contacting reference)		From: To: Position: Brief description of the duties:
12.	(b) EMPLOYER 2 (Name and address with contacting reference)		From: To: Position: Brief description of the duties:

		
13.	COMPUTER LITERACY AND SKILL		
14.	LIST OF PUBLICATIONS, IF ANY		
15.	WORK UNDERTAKEN THAT BEST ILLUSTRATES THE CAPABILITY TO HANDLE THIS ASSIGNMENT		
16.	ADDRESS (PERMANENT AND MAILING (INCLUDING MOBILE, TELEPHONE AND E-MAIL		
17.	REFERENCES		

Certification

[Do not amend this certification]

I, the undersigned, certify that (i) I was not a former employee of the Client immediately before the submission of this proposal, and (ii) to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.

Signature

Print Name

Date of Signing

Form C. Indicative Remuneration & Expenses

(1) Remuneration

Rate/month (In BDT.)	Staff Time (No. of Month)	Total (In BDT.)
	48	

(2) Reimbursable

Description of Cost Items	Rate/Unit	Total Unit	Total Amount (In BDT.)
(a) Per diem Allowance out-site Dhaka			
(b) Travel Costs out site			
(c) Other Travel Costs			
(d) Communication Charges			
(e) Reproduction of Reports			
(f) Other Expenses			
Contract Ceiling (1) + (2)			

N.B.: All calculation of remuneration and reimbursable are exclusive of AIT and VAT. The final contract amount will include AIT and VAT and be determined at the time of negotiation.

Program Executive and Coordinator (PEC)

Terms of Reference (ToR)

A. Background and Objective of SPFMS

- 1. Despite the important improvements in PFM, there is significant room to improve several PFM areas which are limiting the effective delivery of services to citizens.** Strengthening PFM has been a cornerstone of reforms toward sound macroeconomic management and good governance. A sound PFM system is considered as fundamental to the Seventh Five-Year Plan objectives to effectively manage public resources. The new SPFMS is designed to support the implementation of a part of the PFM Action Plan with the aim to ensure that PFM improvements enable more and better public service delivery in social sectors. The intention is not to implement PFM reforms for the sake of merely strengthening PFM—as was the case in the past—but to enable better service delivery to the citizens. The SPFMS includes eight components in the PFM Action Plan that are directly led by the Finance Division including macro-fiscal forecasting, debt management, budget preparation and execution, Integrated Financial Management Information System (IFMIS), Treasury Single Account (TSA), SOE Governance, pensions management, internal audit, and financial reporting. The SPFMS will provide both incentives as well as the technical capacity in a timely and flexible manner to ensure successful implementation of these actions identified by the reform coordination and implementation teams.
- 2. The PFM Reform Strategy (2016–21) was approved by the Minister of Finance (MoF) in August 2016.** The PFM Reform Strategy clearly sets out the key goals and objectives of the PFM reforms and identifies the priority reform actions. The strategy was developed by a cross-institutional team from the MoF, OC&AG, the Planning Commission, and the National Board of Revenue, among others.
- 3. A PFM Action Plan (2018–23) has been approved in September 2018 to support the effective implementation of the PFM Reform Strategy.** This PFM Action Plan provides the implementation road map for selected priority actions with clear institutional responsibilities for 14 reform components. It consists of a PFM Action Matrix which describes the different reform activities, identifies sub-activities, provides the rough cost estimate and the intended benefits, and defines the results indicators with baselines and end-of-plan targets and the appropriate responsible institution. The PFM Action Plan also describes the governance structure for reforms and the change management approach. The PFM Action Plan was developed through a long consultative process with a broad range of stakeholders.

B. Objectives, Purpose, Scope of Services, Detailed Tasks and/or Expected Outputs

Objectives and purpose of the Assignment

The overall objective of this assignment is to ensure a broad-based representation and coordination for the overall PFM reforms, at least two members of the PECT will represent PFM institutions other than the FD.

Scope of Services

The Program Executive and Coordinator (PEC) will work under the supervision of National Program Director. The scope of services includes the followings:

- Coordinate all program activities, ensure implementation, and monitoring;
- Provide financial oversight on program implementation by sector ministries (education, health, justice, and agriculture);
- Convene Program Steering Committee meetings and issue minutes of meetings;
- Coordination with the World Bank and other development partners (if involved);
- Any other responsibilities assigned by NPD.
- Prepare program documentation, plans and budget allocation (development and recurrent);
- Prepare and submit respective scheme under SPFMS for the approval of the Finance Minister and ensure annual budget allocations for that particular scheme;
- Conduct monthly meeting of key stakeholders and issue minutes of meetings;
- Set up guidelines and regulations for program implementation;
- Prepare monthly and annual reports on implementation progress and plans;
- Consolidate plans and budget estimates, implement and manage capacity building activities, and prepare relevant reports.
- Any other responsibilities assigned by NPD.

Fiduciary (Financial Management):

- Generate and compile semi-annual financial reports of program expenditures for disbursement purposes;
- Ensure that accounts are kept and reports on financial progress are prepared in timely manner;
- Facilitate the audit process for the program expenditures and improvement of internal controls over the life of the program;
- Send credit withdrawal applications for disbursement from the World Bank;
- Provide financial oversight on program implementation.

Fiduciary (Procurement):

- Oversee/execute contracts for goods, works and services;
- Plan and carry out procurement activities; and
- Negotiate contract renewals, place bids to obtain the business of new vendors, discuss pricing, and monitor all aspects of the terms of a contract;
- Maintain an inventory of supplies and materials.

Monitoring and Evaluation:

The PFM to Enhance Service Delivery Program will use existing systems within the government whenever possible to carry out results-based monitoring, including the MOF's SOE Monitoring Unit, OC&AG, and IMED. When needed, non-governmental bodies will be engaged including research institutes and external audit firms.

The monitoring will be a continuous process of gathering data and comparing the actual results of DLRs and other key indicators with expected results. The goal will be to measure how well the program is being implemented, and to ascertain when specific targets have been met that trigger disbursements by the Bank operation to the government. The monitoring will also provide feedback on progress achieved so that decision-makers can make necessary changes to improve performance.

The PECT will support this monitoring effort by, inter alia, developing and managing quality and timeliness standards for reporting, including data quality, accuracy and reliability, supporting capacity development when needed to ensure that these standards are met, assessing the work of

Implementation Support Consultants and suggesting improvements, identifying with each program implementation team and with the leadership Implementation Support Consultants supporting those teams the political economy related bottlenecks during implementation and how they might be addressed, and taking the lead in preparing semi-annual, consolidated progress reports on the PFM program submitted to the Steering Committee, with a brief summary made available to the public. For aspects of the PFM reform program not supported by the World Bank operation, the PECT will provide support when requested to develop progress and performance indicators for each (activity) cluster, in consultation with each program implementation team as well as an annual monitoring and progress reporting schedule.

In addition to this, an independent evaluation of the PFM to Enhance Service Delivery Program will be carried out in the second year of the program. The evaluation will assess, inter alia, whether the targets and expected outcomes are still relevant, how effectively and efficiently they are being achieved, what unanticipated effects are evident, and whether the program represents the most sustainable and cost-effective means for achieving the intended outcomes. It will also look at the continuing relevance of the program's theory of change, including the extent to which the performance-based allocations and capacity development supported by the program is helping to successfully drive the reforms.

- Develop monitoring and evaluation plans for the program;
- Coordinate with various key stakeholders involved in the monitoring process;
- Liaise with program implementing entities;
- Ensure quality and consistency of data collected;
- Arrange for conduct of third-party validations;
- Oversee production of impact studies of program effectiveness;
- Conduct special ad hoc studies to assess specific issues under the program as needed; and
- Feed data/information into annual monitoring and progress reports.

Incentives for Sectoral Outcomes:

- Liaise with sector ministries on public service delivery issues to be solved under the program;
- Coordinate with sector ministries for achievement of DLIs that require coordination or implementation at the sector level;
- Engage other internal/external agencies for monitoring of DLIs as per agreed framework;
- Agree the incentives/sector priority expenditures (additional allocation for sector's priority expenditures) for each sector and design a funds-flow for this incentive mechanism under the program; and
- Support sector ministries in achieving the DLIs. This may involve facilitating coordination with the central ministries of Government of Bangladesh.

PFM Capacity Building

- Coordinate demand-driven support from all PFM institutions for preparation and implementation of PFM capacity building activities under the program;
- Ensure that the PFM activities are in line with the PFM Strategy and Action Plan and also consolidate the successes of the ongoing PFM reforms program of the government of Bangladesh;
- Ensure that the PFM capacity building has direct impact to improve service delivery in particular for the results areas selected in each of the sector ministry;
- Coordinate PFM reform/capacity building with on-going initiatives undertaken by GoB with or without the support of other development partners;
- Coordinate preparation of Terms of Reference of specific activities;
- Recruit consultants, service providers, trainers (as firms or individuals), as required;

- Ensure that consultants provide outputs in accordance with their respective terms of reference and paid for their services in a timely manner;
- Monitor the results indicators for the activities and provide necessary reports to the authorities, steering committee, and the World Bank;

Change Management

- Coordinate the ongoing change management pilots and document multiple variants of the problem-solving methodology (step-by-step) and lessons learnt for replication on a more frequent basis;
- Manage the preparation and implementation of change management activities;
- Recruit and training national Implementation Support Consultants for implementation of change management activities;
- Assign Implementation Support Consultants to the respective FD wings and sector ministries based on the problems identified;
- Monitor the work of Implementation Support Consultants and manage the individual workloads;
- Manage the cross-fertilization among sector ministries with respect to problems solved in one ministry which may have some potential application in other ministries;
- Document the change management methodologies so evolved, lessons learnt, and achievements, and disseminate/impart these skills to public sector managers in selected ministries, and also see how these could be included in the necessary curriculum for senior government officials across the board;
- Produce/oversee production of semi-annual statistical data reports;
- Produce/oversee production of semi-annual analysis of program progress;
- Ensure that the change management activities have direct impact to improve service delivery in particular for the results areas selected in each of the sector ministry;
- Coordinate the change management activities with on-going reform initiatives/action plans pursued by GoB with or without the support of other development partners; and
- Monitor the results indicators for the activities and provide necessary reports to the authorities, steering committee, and the World Bank.

Reporting, Communication, and Time Schedules

- The PECT shall report to the National Program Director;
- Regular Communications with different levels of Management as required;
- S/he will submit report of scheme issues, if instructed;
- S/he shall give inputs to the preparation of procurement reports to be prepared by the management.
- S/he will prepare regular procurement status report.

C. Assignment Duration and Payment Modalities

- Duration of the assignment: 48 months from the issuance of Notice to Proceed (NTP)
- Payment Schedule: The payment will be made on monthly basis.
- Assignment Location: Scheme Office, Dhaka.

E. Counterpart Support

As determined through negotiation.