

## **TA XX-IND: Supporting Punjab Development Finance Program**

### **INDICATIVE TERMS OF REFERENCE FOR CONSULTANTS**

**(All Consultants are national consultants and recruited through a firm for intermittent services)**

#### **A. State Finance Specialist (Team Leader—7 person-months)**

1. The expert will have proven experience in leading and coordinating teams of consultants and have strong management skills. The expert will have (i) at least 10 years of experience of working on the state's finances in India, (ii) relevant educational background, and (iii) a deep understanding of issues pertaining to the state's finance. A strong background in public financial management would be preferred. He/she will have strong analytical and proven leadership expertise in identifying strategic policy options and fostering fiscal reforms. He/She would also have demonstrated strong writing skills, as evidenced by publications of relevant reports and/or articles. Major responsibilities include, although are not limited to, the following activities:

- (i) Take overall responsibility for technical assistance (TA) implementation including coordination of the work of consultants and consultation with key government officials to ensure that reform proposals are consistent with the Government of Punjab's own reform initiatives and fiscal targets;
- (ii) Supervise the work of consultants and counterpart staff responsible for making recommendations on all the reform areas;
- (iii) Design all the training manuals and supervise all training programs;
- (iv) Finalize the medium-term fiscal framework for the state;
- (v) Finalize the medium-term expenditure frameworks (MTEF) for the selected departments;
- (vi) Supervise the recruitment, including the preparation of the terms of reference (ToR), of Punjab Agriculture University to determine normative power requirements based on certain parameters;
- (vii) Ensure timely completion of (vi) and finalize the recommendations; and
- (viii) Supervise preparation of all the reports under the TA and ensure highest quality.

#### **B. Revenue Administration Experts (6 person-months each)**

2. The experts will have (i) at least 5–7 years of experience of working on relevant state taxes in India; (ii) relevant educational background; and (iii) a deep understanding of issues pertaining to the state's finance. A strong working background in the areas of the state's tax administration, including information technology (IT) applications for tax administration, would be preferred. He/she would also have demonstrated strong writing skills, as evidenced by publications of relevant reports and/or articles. Major responsibilities include, although are not limited to, the following activities:

- (i) Coordinate applications and enhancement of the IT applications in tax administration (value-added tax, excise and stamp duty and registration fees);
- (ii) Prepare a roadmap to improve taxpayers' services in the state;
- (iii) Help the state in introducing profession tax;
- (iv) Prepare all the relevant training modules; and
- (v) Conduct training to the state government officials.

**C. Project Evaluation Specialist (5 person-months)**

3. The expert will have (i) at least 5–7 years of experience of working on project and/or program evaluation in India; (ii) relevant educational background; and (iii) a deep understanding of issues pertaining to the state's budgetary constraints. He/she would also have demonstrated strong writing skills, as evidenced by publications of relevant reports and/or articles. Major responsibilities include, although are not limited to, the following activities:

- (i) Prepare a project evaluation methodology manual;
- (ii) Prepare a roadmap for introducing project evaluation for all new projects in a phased manner in the state; and
- (iii) Conduct trainings of the selected government employees.

**D. Medium-term Expenditure Specialist (8 person-months)**

4. The expert will have (i) at least 7 years of experience of working on state budgets in India, (ii) relevant educational background, and (iii) a deep understanding of issues pertaining to expenditure targeting and rationalization. A strong background in forecasting and quantitative analysis of the state budget is essential. He/she would also have demonstrated strong writing skills, as evidenced by publications of relevant reports and/or articles. Major responsibilities include, although are not limited to, the following activities:

- (i) Help the team leader to prepare detailed plan and manuals for introducing MTEFs in the selected departments (education, health, and public works);
- (ii) Prepare all important documents that are necessary to finalize the MTEFs;
- (iii) Prepare the MTEFs for the selected departments;
- (iv) Train the staff on the MTEF techniques; and
- (v) Prepare training manual.

**E. Debt Management Specialist (3 person-months)**

5. The expert will have (i) at least 7 years of experience working on public debt management, (ii) relevant educational background, and (iii) a deep understanding of issues pertaining to the state's finance. A strong background working in the areas of cash forecasting and management would be preferred. He/she would also have demonstrated strong writing skills, as evidenced by publications of relevant reports and/or articles. Major responsibilities include, although are not limited to, the following activities:

- (i) Review the state debt profile including contingent liabilities, and create a database;
- (ii) Prepare a comprehensive debt database for the state;
- (iii) Introduce a debt management software in the state; and
- (iv) Train the relevant staff.

**F. Employees database specialist (2 person-months)**

6. The expert will have (i) at least 7 years of experience working in the creation of a large database, and (ii) relevant educational background. A strong background working in the areas of employees' database (especially for government employees) would be preferred. Major responsibilities include, although are not limited to, help the state government to create a comprehensive database of the state government employees and pensioners.

**G. Internal Audit Specialist (3 person-months)**

7. The expert will have (i) at least 5–7 years of experience working in internal audit of state governments, (ii) relevant educational background, and (iii) a deep understanding of issues pertaining to the state's finance. He/she would also have demonstrated strong writing skills, as evidenced by publications of relevant reports and/or articles. Major responsibilities include, although are not limited to, the following activities:

- (i) Review the state's internal audit systems;
- (ii) Prepare a roadmap for improving internal audit in the state;
- (iii) Prepare an internal audit manual; and
- (iv) Provide training.

**H. Public Awareness Campaign Specialist (4 person-months)**

8. The expert will have (i) at least 7 years of experience on public awareness campaign, especially for government projects and/or programs, and (ii) relevant educational background. Major responsibilities include, although are not limited to, the following activities:

- (i) Prepare a public awareness campaign strategy with special focus on the power subsidy targeting plan;
- (ii) Help the state government to implement the different component of the strategy; and
- (iii) Prepare a mid-term assessment and suggest corrective changes in the public awareness campaign strategy.