



**JHARKHAND URBAN INFRASTRUCTURE
DEVELOPMENT COMPANY
(JUIDCO) LIMITED**

“Selection of Firm/Agencies/Consultant for Establishment & Operation of Project Management Unit (PMU) support on outsourced basis for Urban Body Revenue Monitoring in the ULBs of Jharkhand”

LETTER OF INVITATION

From:

**Project Director (Administration),
Jharkhand Urban Infrastructure Development
Company (JUIDCO) Limited**

To: All Empanelled Bidders of UD&HD, Govt of Jharkhand

1. Jharkhand Urban Infrastructure Development Company (JUIDCO) Limited invites proposals from the empanelled consultants of Urban Development & Housing Department, Govt of Jharkhand for **“Selection of Firm/Agencies/Consultant for Establishment & Operation of Project Management Unit (PMU) support on outsourced basis for Urban Body Revenue Monitoring in the ULBs of Jharkhand”**.

2. The Financial bid shall be submitted offline in the office of **JUIDCO Limited, 3rd Floor, RRDA Building (Pragati Sadan), Kutchary Chowk, Ranchi-834001, Jharkhand on all working day up to 10-04-2017, 1100 hrs**, through registered post/ speed post/ by hand. Department will not consider any postal delay or otherwise in delivery or non-receipt of the proposal.

3. The power point presentation will be held **on 10-04-2017, from 1130hrs** On wards in the office of

**JUIDCO Limited, 3rd Floor,
RRDA Building (Pragati Sadan),
Kutchary Chowk, Ranchi-834001,
Jharkhand**

4. The consultant shall abide by all the conditions/clauses of the RFQ/This Background Note (with all corrigendum) for Empanelment of Consultants.

5. For any other clarifications related to bid submission, firms may contact the Department telephonically on telephone no.**0651-2225878 (e-Procurement Cell Helpline No.)** before the last date of submission of the bid document during working hours.

6. The Department reserves the right to accept or reject any or all proposals, and to annul the selection process and reject all proposals at any time prior to the award of contract, without thereby incurring any liability or any obligation in any form to the affected firms on any grounds.

Yours sincerely,

**Sd/-
Project Director (Administration)
JUIDCO Ltd.**

SECTION 1: INSTRUCTION TO BIDDERS / CONSULTANTS:

1. General:

1. This request for Proposal is intended to procure services of consultant to ensure regular monitoring of revenue collection in the ULBs of Jharkhand.
2. Site visit and verification of information: To obtain first hand information on the assignment and on the local conditions, bidders are required to pay a visit to the ULBs and familiarize with status of existing condition of revenue generation, location, surroundings, access to the site, availability of data concerning ULBs, Applicable Laws and regulations or any other matter considered relevant by them prevalent in each ULB before submitting proposal.

Please note that costs of preparing the proposal and of negotiating the contract, including visits to the Client etc are not reimbursable.

3. The Firm shall be deemed to have full knowledge of the role and responsibilities of the work, where works are to be carried out, whether it inspects them physically or not.
4. The Bidder is expected to carefully examine all the instructions, guidelines, terms and conditions and formats in the RFP. Failure to furnish all necessary information as required by the RFP or submission of a proposal not substantially responsive to all the requirements of the RFP shall be at Bidder's own risk and may be liable for rejection.
5. The proposal and all the associated correspondence shall be written in English and shall conform to the prescribed format.
6. The proposal shall be typed or written in ink and shall be signed on each page by the Bidder or duly authorized persons to bind the Bidder to the contract. The Letter of authorization shall be indicated by written power of attorney and shall accompany the proposal.
7. In addition to the identification, the envelopes containing the proposals shall mention the name and address of the Bidder.
8. Proposals received by facsimile shall be treated as defective, invalid and rejected. Only detailed, complete proposals in the formats indicated in this RFP shall be taken as valid.
9. No bidder is allowed to modify, substitute or withdraw the proposal after its submission.

2. Bid Structure and Evaluation Process

The bid document is not transferable. The selection of the bidder under this RFP will be effected in a three stage evaluation process

- (i) Presentation and
- (ii) Commercial/Financial Bid

3. Presentation

The eligible consultant will be required to make a presentation before the duly constituted committee of JUIDCO, Jharkhand. The presentation shall cover in sufficient detail the appreciation of the project, Approach and Methodology, proposed organizational structure, work program, implementation strategy, and provisions to secure and retain professionals. The objective of presentation would be to enable Employer to evaluate the consultant regarding their understanding and preparedness for the assignment. Clarifications, if any, as required by the Employer will also be discussed. The presentation should cover the details as specified below.

Description	Score/ Marks
Approach & Methodology: consisting of Write up & presentation on Understanding of Objectives, Quality of Methodology, Work Program, Organization and Personnel, key aspects of revenue generation and augmentation	25
Firm's General Experience and Experience in Similar Assignments like Firms General Experience in the field of Providing Advisory services in Taxation, Audit, and Providing PMU Services in Urban Sectors.	8
Approach and Methodology for proposed project	8
One Year Work Plan Schedule and Personal staff Schedule	5
ULBs appreciation and concept	4

4. Financial Bid

4.1 Financial bids of only those bidders (s), who obtain the minimum qualifying mark of **60** considering both Technical (Marks obtained during the empanelment) (50) and Presentation marks (25) shall be opened. The financial bids of the bidders, who fail to obtain minimum qualifying marks, shall not be opened.

4.2 Financial bids with lowest cost (L1) shall be selected for the assignment. In case, two or more bidders are found quoting same price, bidder with higher marks as per Para 4.1 shall be declared successful. In case of this being same, the bidder with higher presentation marks shall be selected.

SECTION 2: TERMS OF REFERENCE

1. Introduction

- 1.1 Revenue collection is one of the key functions of Urban Governance. By improving the revenue collections, more funds become available for development of public utilities and other infrastructure. This enables regular maintenance, operations and management of various public utilities created out of various funds made available by the Central Government and State Government.
- 1.2 For the financial health of an Urban Local Body to be sound and viable, a sound revenue assessment, collection, monitoring and supervision system is required, for which a Project Management Unit (PMU) is proposed to be established under JUIDCO to provide various inputs and information required by the Urban Development and Housing Department, Government of Jharkhand from time to time to enable taking appropriate decisions.

2. Objective

- 2.1 The major objective behind establishing a PMU is to put in place an efficient and effective revenue management system, which guarantees generation of adequate public resources to meet essential expenditure obligations and making funds available for improving utilities & services.
- 2.2 **Specific Objectives**
 - 2.2.1 To monitor and supervision various taxes and non taxes revenues of all the ULB's of Jharkhand on periodical basis.
 - 2.2.2 To devise a tax system that enables ULBs to generate adequate financial resources for the meeting essential expenditure and obligations and providing availability of fund for investments in public utilities and services;
 - 2.2.3 To provide adequate tax revenue base to achieve Millennium Development Goals (MDG);
 - 2.2.4 To achieve revenue system, which is fair, equitable and sustainable and to advice Urban Development and Housing Department. Govt. of Jharkhand regarding various untapped sources of revenues, which may be lawfully tapped.
 - 2.2.5 To put in place an efficient and effective revenue collection and management system for adherence by all revenue collecting units, in line with various laws of the State,
 - 2.2.6 To carry out the compliance of all directions issued by Urban Development and Housing Department, Govt. of Jharkhand from time to time.

3. Duration of the Project:

- 3.1 The project duration will be for three years and may be extended further depending on the requirements of the department/Urban Local Bodies (ULBs) and the performance of the selected agency.

4. Coverage: Cities and target population:

- 4.1 All Municipal Corporations/Municipalities/Nagar Parishads/Nagar Panchayats/ Notified Area Committees (NAC) of Jharkhand, which are in existence presently and which get notified in future during the tenure of this project.

5. Scope of Services

- 5.1 Monitoring activities of ULBs related to revenue generation, revenue sharing, revenue augmentation, revenue collection, revenue implementation including various entries & documents maintained by ULBs like Bank Reconciliation Statements for all the bank accounts., Trial Balance, Income and Expenditure account, Receipts and Payment Statement, Balance Sheet, Profit & Loss account, Online entry status in Tally/E-Municipality in ULBs.
- 5.2 Review/Monitoring shall be strictly with respect to project deliverables (particularly related to the revenue augmentation projects).
- 5.3 To recommend measures for bringing about improvement in all related activities/processes of existing accounting related practices and implementing the same after obtaining approval from the employer.
- 5.4 To establish co-ordination between Urban Development and Housing Department, Government of Jharkhand, Urban Local Bodies (ULBs), ULB's hired agencies and JUIDCO related to the above activities.
- 5.5 Organizing on the job training/workshop for accounting staff of ULBs as part of hand holding assistance with an aim to provide acquaintance and expertise in evaluating hired agencies revenue collection/augmentation outcomes and overall results.
- 5.6 Evaluating various forms/data/tables being submitted by ULB's hired agency for their effectiveness and if required, formulating new formats, tables, charts, histograms etc. for realistic representation of data.
- 5.7 Ensuring submission of all required reports at least fortnightly or as and when required by the Department/JUIDCO. **(In case ULB doesn't provide data, the matter shall be reported to appropriate authority. In light of which suitable action should be taken)**
- 5.8 Review of computerisation activities of all ULB's accounting transactions using Tally through E-Municipality Software of TCS/Tally and reporting the same.
- 5.9 Review of status of maintenance of ledgers, relevant registers, bank reconciliation etc as per Jharkhand Municipal Accounting Manual and other relevant documents for all ULBs and reporting the same.

- 5.10 Rapid assessment & review of all ongoing initiatives of ULBs for revenue generation and identifying the gap/deviation from latest Jharkhand accounting rule, if any.
- 5.11 Reviewing the extent of completeness of “Fixed Asset Register” and Estate register by ULBs and review of status of maintenance of the same.
- 5.12 Assist to Incorporation of the assets of ULB’s, left out, if any, valuation of the same and revision of fixed asset register accordingly.
- 5.13 Reviewing the updation status of ULB’s various registers like grant register, cash book, scheme registers, loan register, deposit register, Property tax receivables register etc and suggesting procedures for quicker updation of register.
- 5.14 Managing the State Level revenue improvement cell and providing quality assurance support to ULBs in their revenue improvement activities.
- 5.15 Evaluating all the above activities on **monthly/fortnightly** basis with a view to indicate reflection of percentage improvement in result all the above activities due to implementation of suggested and approved measures.
- 5.16 Review/report of ULB wise status of the following :-
- 5.16.1 Smooth functioning of Audit/Account committee formed at each ULBs.
- 5.16.2 Completion of financial statement audited by external auditors, if any.
- 5.16.3 Implementation of Municipalities Disclosures Act, 2008 in respect of Budgets and Financial Statements prepared by ULBs
- 5.16.4 Status of Project wise grant received, work done & pending balance.
- 5.16.5 Status of pre-paid expenses, outstanding expenses, outstanding income and any income which is received in advance.
- 5.16.6 Status of Capital Work in Progress and contingent liabilities.
- 5.16.7 Status of the reconciliation of amounts receivables/recoverable (on account of license fees, interest on deposits, loans and advances etc.) and amounts payable to supplier, contractors, employees (excluding actuarial valuation of terminal liabilities) etc, and obtaining confirmation of balances.
- 5.16.8 Review status of maintenance of GPF, ledger of employees, work ledgers including treatment of income tax, sales tax, royalties, and others etc.
- 5.16.9 Status of various funds available on that ULB’s receipt from various sources, viz. Central Government and State Government etc.

6. Composition of PMU

SN	Post Name	Qualification & Eligibility Criteria	Experience
i	ii	iii	Iv
1	Chief Monitoring Officer (1 post)	(i) Full time Post graduation degree with first division in Accounts/ Economics/Statistics/Math or Full time degree in MBA in Finance /CA	(i) Minimum 10 years of relevant experience.

		Final/ICWAI Final. Applicants having computer/computing subject as an additional subject will be given preference.	
2	Monitoring Officer (5 posts)	(i) Full time Post graduation degree in Accounts/Economics/MBA in Finance/Statistics/Math/CA Final/ICWA Final. Applicants having computer/ computing subject as an additional subject will be given preference.	(i) Minimum 5 years of relevant experience
3	Assistant Monitoring Officer (12 posts)	(i) Full time Graduation Degree in Accounts/Economics /Statistics /Math/CA Inter/ICWA Inter. Applicants having computer/ computing subject as an additional subject will be given preference.	(i) Minimum 3 years of relevant experience.
4	Computer Operator cum typist (3 Post)	(i) Full time Graduation Degree in BCA/B Sc (IT)/B Sc (CA). (ii) For Hindi typing 30 words per minute typing speed and for English typing 40 words per minute typing speed.	(i) Minimum 3 years of relevant experience.

7. Terms of Reference (ToR) of Project Management Unit (PMU)

- 7.1 To study the existing condition of ULBs on all the parameters of Revenue augmentation Project. Baseline survey has to conduct to know the existing condition.
- 7.2 Make comparative study of actual income (revenue collection) with the budgeted income of each ULB during a financial year by using different tools of variance analysis based on the field survey and accordingly advice remedies and ensure implementation.
- 7.3 Formulate the best strategy in order to achieve the future projection for optimum revenue collection.
 - 7.3.1 Future projection be made based on the advice of PMU that how to improve the operational efficiency under the existing system of revenue collection
 - 7.3.2 By suggesting new avenues and ensure implementation.
- 7.4 Formulation of Plan/Way Forward in all the parameters for achieving maximum revenue.
- 7.5 Implementing the plan formulated for achieving maximum revenue.
- 7.6 Preparation of Quality Assurance Plan & developing system for ensuring Quality Compliance and monitoring compliance of Projects.
- 7.7 Collection of arrears of revenue for at least last three financial years as per calculation.

7.8 All the services related to Scope of Work.

8. Field Visits by PMU

8.1 The personnel of the PMU Cell shall make minimum visit to field on monthly basis as follows:-

SN	Post Name	Minimum Field Visit per Month	Remarks
i	ii	iii	iv
1	Chief Monitoring Officer	3 Days per month	The expenses incurred in field visit will be reimbursed as per JUIDCO Service Rule (Service rule is available in official website juidco.jharkhand.gov.in)
2	Monitoring Officer	7 Days per month	
3	Assistant Monitoring Officer	14 Days per month	

8.2 The personnel of the PMU have to prepare & submit Field visit Report to JUIDCO Ltd.

9. Deliverable/Output

9.1 Successful bidder has to assist to ensure the ULBs/JUIDCO/Department in realizing revenue in the following estimated projection given below :-

S No	Objective on the basis of projection (%)	Time Period (Y)
1	Up to 60 %	1 st Year (2017-18)
2	Up to 75 % of the total demand (total demand = current year demand + arrear demand)	2 nd Year (2018-19)
3	Up to 90 % of the total demand (total demand = current year demand + arrear demand)	3 rd Year (2019-20)

9.2 The Successful bidders will submit (month wise) Annual Action Plan as per above Scope of Work to JUIDCO Ltd after issuance of Letter of Intent/Work Order/Letter of Acceptance. JUIDCO will verify the Work Plan/Action Plan and provide month wise milestone to the successful bidders. After achievement of the each month milestone the requisite payment will be released to the bidder.

9.3 If at any time JUIDCO realizes that the mile stone given is not achieved by the successful bidder JUIDCO will impose penalty of proportionate amount and may consider termination of contract, if required. **“Under achievement/non achievement of any mile stone is not due to any laxity on part of the successful bidder, the issue of imposition of penalty shall be decided accordingly”**

10. Payment Method

10.1 The successful bidder will submit invoices in triplicate to the JUIDCO Ltd., Ranchi after achieving the milestones against the payment terms as mentioned in the Scope of work, submitting all deliverables duly authenticated by the authorized person of JUIDCO Ltd.

10.2 Payment would be made on the basis of the services provided by the bidder to

JUIDCO as per the scope of work under this the contract signed between the Successful bidder and JUIDCO.

- 10.3 The successful bidder shall submit the requisite deliverables and satisfactorily perform work as specified under this RFP or as per the contract agreement.
- 10.4 The requisite payment will be released by JUIDCO upon acceptance of the deliverables and satisfaction with work performed by the successful bidder.
- 10.5 All payments will be made in Indian Rupee Only.
- 10.6 Payment will be done on monthly basis after submission of MPR.

11. Administrative and Overhead Expenses:

- 11.1 Administrative and overhead expenditure includes system support, overheads & Miscellaneous expenses. The bills and vouchers regarding the expenditure under this head shall be approved by JUIDCO for reimbursement.
- 11.2 The bidders shall have to hand over all system supports, etc to JUIDCO after completion of the tenure of the project in satisfactory functional condition.

Financial Bid Submission Format

The Financial Bid to be submitted shall be including All Taxes.

To,

Date:

Sir,

Sub: Financial Offer

Having gone through this RFP document and having fully understood the Scope of Work for the Project as set out in the RFP, We confirm the following:

The Monthly Retainer ship Fee payable to the PMU would be Indian Rupees (in amount) _____ (in Words)_____ per month.

The Monthly Retainer ship fees shall become payable at the first instance from the date of signing of the Agreement and shall be continuously paid every month till the expiry/early termination of the Agreement, provided PMU continuously performs its role to the satisfaction of JUIDCO Ltd.

In case of discrepancy in Figures and Words for the Amount Quoted, the Lowest of the two will be considered.

We confirm that the Financial Proposal conforms to all the terms and conditions stipulated in the RFP including the Terms of Reference enclosed as part of the RFP.

We confirm that our Financial Proposal is FINAL in all respects and contain no conditions. We confirm that, the information submitted in our Financial Proposal is complete and is correct to the best of our knowledge and understanding. We would be solely responsible for any errors or omissions in our Proposal. We confirm that we have studied the provisions of relevant Indian laws and regulations required to enable us to prepare this Financial Proposal, in the event that we are finally selected.

Yours Faithfully,

For an on behalf of (Name of Bidder)

Duly signed by the Authorized signatory of the Bidder

(Name, Designation and Address of the Authorized Signatory)