



Government of Nepal  
Ministry of Infrastructure Development  
**Department of Urban Development and Building Construction**  
**Urban Resilience and Livability Improvement Project**  
**Project Coordination Office**

**Terms of Reference**

For

**Institutional Strengthening and Community Participation Consultant (ISCPC)**

**July 2026**

  
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Project Director



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## Abbreviation

|       |                                                           |       |                                                                    |
|-------|-----------------------------------------------------------|-------|--------------------------------------------------------------------|
| ADB   | Asian Development Bank                                    | DA    | Daily Allowance                                                    |
| CAPP  | Community Awareness and Participation Plan                | DTL   | Deputy Team Leader                                                 |
| CA    | Chartered Accountant                                      | DED   | Detailed Engineering Design                                        |
| CFMIP | Comprehensive Financial Management Improvement Plan       | DMF   | Design and Monitoring Framework                                    |
| CNA   | Capacity Needs Assessment                                 | DSC   | Design and Supervision Consultant                                  |
| COC   | Conditions of Contract                                    | DUDBC | Department of Urban Development and Building Construction          |
| CPA   | Certified Public Accountant                               | EA    | Executing Agency                                                   |
| CSO   | Civil Society Organization                                | EH&S  | Environment, Health and Safety                                     |
| DA    | Daily Allowance                                           | FGD   | Focus Group Discussion                                             |
| DTL   | Deputy Team Leader                                        | FM    | Financial Management                                               |
| DED   | Detailed Engineering Design                               | FTP   | Full Technical Proposal                                            |
| DMF   | Design and Monitoring Framework                           | GoN   | Government of Nepal                                                |
| DSC   | Design and Supervision Consultant                         | COC   | Conditions of Contract                                             |
| DUDBC | Department of Urban Development and Building Construction | CPA   | Certified Public Accountant                                        |
| EA    | Executing Agency                                          | CSO   | Civil Society Organization                                         |
| EH&S  | Environment, Health and Safety                            | DA    | Daily Allowance                                                    |
| FGD   | Focus Group Discussion                                    | DTL   | Deputy Team Leader                                                 |
| FM    | Financial Management                                      | DED   | Detailed Engineering Design                                        |
| FTP   | Full Technical Proposal                                   | DMF   | Design and Monitoring Framework                                    |
| GoN   | Government of Nepal                                       | DSC   | Design and Supervision Consultant                                  |
| CAPP  | Community Awareness and Participation Plan                | DUDBC | Department of Urban Development and Building Construction          |
| CA    | Chartered Accountant                                      | EA    | Executing Agency                                                   |
| CFMIP | Comprehensive Financial Management Improvement Plan       | EH&S  | Environment, Health and Safety                                     |
| CNA   | Capacity Needs Assessment                                 | FGD   | Focus Group Discussion                                             |
| COC   | Conditions of Contract                                    | FM    | Financial Management                                               |
| CPA   | Certified Public Accountant                               | FTP   | Full Technical Proposal                                            |
| CSO   | Civil Society Organization                                | GoN   | Government of Nepal                                                |
| DA    | Daily Allowance                                           | EMP   | Environmental Management Plan                                      |
| DTL   | Deputy Team Leader                                        | FCGO  | Financial Comptroller General Office                               |
| DED   | Detailed Engineering Design                               | FGD   | Focus Group Discussion                                             |
| DMF   | Design and Monitoring Framework                           | FTP   | Full Technical Proposal                                            |
| DSC   | Design and Supervision Consultant                         | GESI  | Gender Equality and Social Inclusion                               |
| DUDBC | Department of Urban Development and Building Construction | GIS   | Geographic Information System                                      |
| EA    | Executing Agency                                          | GoN   | Government of Nepal                                                |
| EH&S  | Environment, Health and Safety                            | GRM   | Grievance Redress Mechanism                                        |
| FGD   | Focus Group Discussion                                    | IA    | Implementing Agency                                                |
| FM    | Financial Management                                      | IPT   | Integrated Property Tax                                            |
| FTP   | Full Technical Proposal                                   | IRR   | Internal Rate of Return                                            |
| GoN   | Government of Nepal                                       | km    | Kilometer                                                          |
| COC   | Conditions of Contract                                    | ISCPC | Institutional Strengthening and Community Participation Consultant |
| CPA   | Certified Public Accountant                               | LS    | Lump Sum                                                           |
| CSO   | Civil Society Organization                                | mm    | Man-Month                                                          |
|       |                                                           | MoID  | Ministry of Infrastructure Development                             |
|       |                                                           | M&E   | Monitoring and Evaluation                                          |



|       |                                                                    |         |                                                        |
|-------|--------------------------------------------------------------------|---------|--------------------------------------------------------|
| MoID  | Ministry of Infrastructure Development                             |         |                                                        |
| NPV   | Net Present Value                                                  | PCO     | Project Coordination Office                            |
| O&M   | Operation and Maintenance                                          | PIU     | Project Implementation Unit                            |
| OHS   | Occupational Health and Safety                                     |         |                                                        |
| OSR   | Own Source Revenue                                                 | PMCDC   | Project Management and Capacity Development Consultant |
| PAM   | Project Administration Manual                                      | PS      | Provisional Sum                                        |
| PAMS  | Public Assets Management System                                    | RACI    | Responsible, Accountable, Consulted, and Informed      |
| PCO   | Project Coordination Office                                        | RIAP    | Revenue Improvement Action Plan                        |
| PIU   | Project Implementation Unit                                        | SDC     | Supervision and Design Consultant                      |
| PMCDC | Project Management and Capacity Development Consultant             | SEDP    | Socio-Economic Development Program                     |
| PS    | Provisional Sum                                                    | SEAH    | Sexual Exploitation, Abuse, and Harassment             |
| EMP   | Environmental Management Plan                                      | SOE     | Statement of Expenditure                               |
| FCGO  | Financial Comptroller General Office                               | TA/DA   | Travel Allowance/Daily Allowance                       |
| FGD   | Focus Group Discussion                                             | TDF     | Town Development Fund                                  |
| FTP   | Full Technical Proposal                                            | TL      | Team Leader                                            |
| GESI  | Gender Equality and Social Inclusion                               | TOR     | Terms of Reference                                     |
| GIS   | Geographic Information System                                      | URLIP   | Urban Resilience and Livability Improvement Project    |
| GoN   | Government of Nepal                                                | WUC     | Western Urban Corridor                                 |
| GRM   | Grievance Redress Mechanism                                        | WUC-PCO | Western Urban Corridor Project Coordination Office     |
| IA    | Implementing Agency                                                |         |                                                        |
| IPT   | Integrated Property Tax                                            | RACI    | Responsible, Accountable, Consulted, and Informed      |
| IRR   | Internal Rate of Return                                            | RIAP    | Revenue Improvement Action Plan                        |
| km    | Kilometer                                                          | SDC     | Supervision and Design Consultant                      |
| ISPCP | Institutional Strengthening and Community Participation Consultant | SEDP    | Socio-Economic Development Program                     |
| LS    | Lump Sum                                                           | SEAH    | Sexual Exploitation, Abuse, and Harassment             |
| mm    | Man-Month                                                          | SOE     | Statement of Expenditure                               |
| MoID  | Ministry of Infrastructure Development                             | TA/DA   | Travel Allowance/Daily Allowance                       |
| M&E   | Monitoring and Evaluation                                          | TDF     | Town Development Fund                                  |
| MoID  | Ministry of Infrastructure Development                             | TL      | Team Leader                                            |
| NPV   | Net Present Value                                                  | TOR     | Terms of Reference                                     |
| O&M   | Operation and Maintenance                                          | URLIP   | Urban Resilience and Livability Improvement Project    |
| OHS   | Occupational Health and Safety                                     | WUC     | Western Urban Corridor                                 |
| OSR   | Own Source Revenue                                                 | WUC-PCO | Western Urban Corridor Project Coordination Office     |
| PAM   | Project Administration Manual                                      |         |                                                        |
| PAMS  | Public Assets Management System                                    |         |                                                        |

  
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**Name of Assignment:** Consulting Service for Institutional Strengthening and Community Participation Consultant (ISCPC)

Contract Id No.: URLIP/PCO/CS/05

## **1. INTRODUCTION AND BACKGROUND**

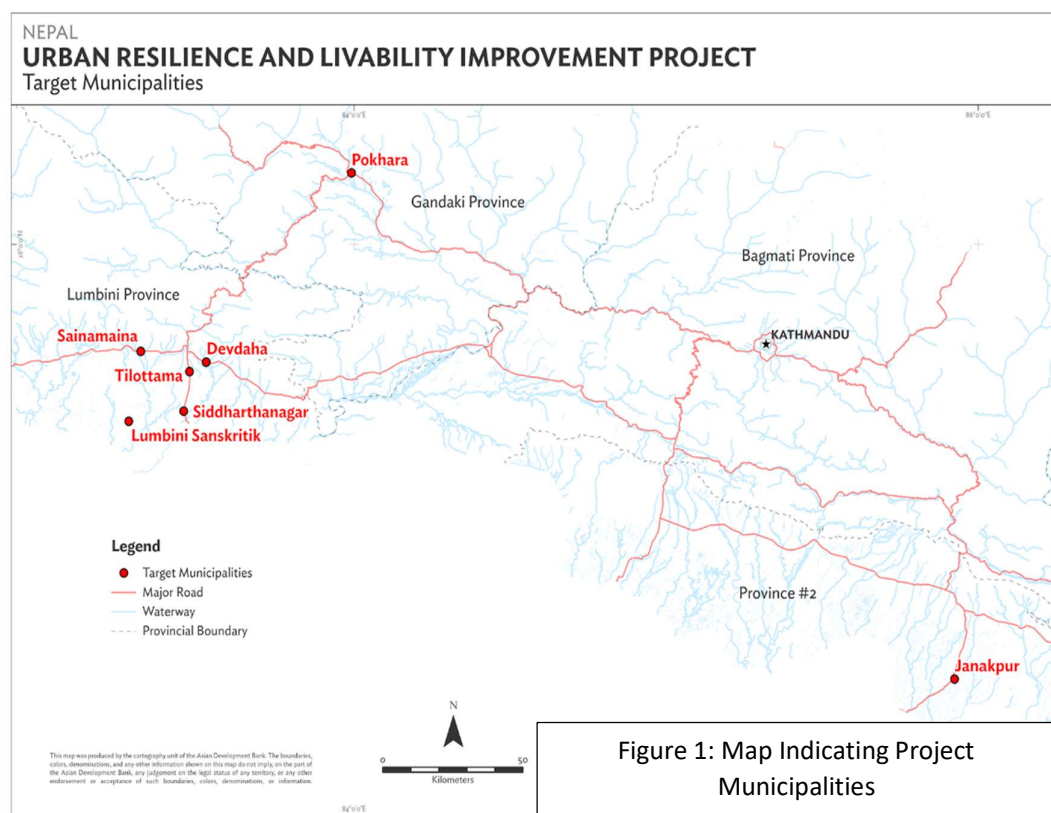
### **1.1. Project context**

The Urban Resilience and Livability Improvement Project (URLIP) aim to improve livability and sustainability of urban service delivery in seven municipalities in Nepal. The \$ 207.5 million project is financed through an allocation of \$160.0 million from the Asian Development Bank (ADB) loan and \$6.0 million grant from the Asian Development Fund. Government of Nepal (GoN) and municipality financing is estimated at \$41.5 million.

URLIP will support infrastructure, strategic planning, and institutional strengthening activities under three outputs:

- **Output 1: Municipal infrastructure for resilience improved.** Output 1 will support integrated components (drainage, roads, footpaths, and utilities) for tourism development and improvement of municipal resilience. The project will (i) construct 150 kilometers (km) of stormwater drains to reduce inundation from flooding and lessen the resulting damage to assets and economic activities; and (ii) reconstruct 100 km of urban roads and 45 km of footpaths with inclusive and climate-resilient design features for the older people, women, children, and people with disabilities, and bicycle lanes to promote non-motorized transport.
- **Output 2: Tourism assets revitalized, and management improved.** The project will improve historical, natural, and cultural heritage-based tourism by enacting protective zoning and promoting visitors' experiences. Output 2 includes (i) approving seven gender equality and social inclusion (GESI)-responsive historical, natural, and cultural heritage management plans; (ii) improving at least any one of the historical, cultural, and natural heritage sites per project municipality with GESI-responsive tourism infrastructure such as Pokhara cycle routes connecting the seven lakes, Bindabasini area street, the Phewa organic trail, Pokhara Santi Ban Batika (urban forest), Janakpur Ratnasagar area, Lumbini global park, and Panchase eco-development area; (iii) improving 150,000 square meters of green public spaces—including improvement of the Siddharthanagar Danda river corridor and greening of public spaces in all municipalities—with gender-inclusive and climate-resilient design features for improved quality of life; and (iv) supporting socio economic infrastructure and activities related to tourism, GESI, and improved livability under the socioeconomic development program of each project municipality. The output will also support the installation of at least seven GESI-friendly public toilets at cultural and natural heritage sites and support biodiversity conservation, including sarus crane conservation in Lumbini Province and related awareness-raising initiatives.

- Output 3: Capacity of communities, municipalities, provinces, and Department of Urban Development and Building Construction (DUDBC) strengthened.** The project will implement municipal reforms, including digital transformation, institutional strengthening, and capacity-building of project municipalities, to improve service delivery and quality of life. Output 3 will support updating and implementation of a comprehensive financial management improvement plan (CFMIP)—an institutional reform measure designed for revenue enhancement (through broadening own-source revenue coverage, implementing digital tax billing and collection, improving tax administration, installing an electronic building permit system that factors in climate and disaster risk zoning and application of building codes and bylaws); streamline efficient budgeting and expenditure management; strengthen internal and external audit, procurement; and maintain a robust database of public assets, including infrastructure, utilities, cultural and natural heritage sites, and public, and financial management systems. Second, output 3 will promote a safer tourism environment and address carbon emissions and climate- and disaster-related risks by (i) preparing decarbonization and risk-sensitive urban development plans and enforcing the plans to control urban sprawl; (ii) preparing seven heat action plans to ensure well-coordinated response actions during extreme heat events, tailored to disadvantaged groups;



and (iii) establishing a municipal emergency operation center in Pokhara. Third, output 3 will strengthen institutions and develop capacity by (i) establishing and equipping O&M units in each municipality; (ii) constructing an energy-efficient and disaster-resilient municipal office building for Lumbini Sanskritik municipality; (iii) conducting training and workshops for staff (including eligible women staff and elected female representatives) of municipalities, provinces, and the DUDBC in municipal finance, natural ecosystems, decarbonization, and urban resilience planning; and (iv) supporting internship and skills improvement programs for women and disadvantaged groups.



The PCO intends to hire a consulting service to Institutional Strengthening and Community Participation program under output 3 activities in project municipality.

## **1.2. Proposed Institutional Strengthening and Community Participation Consultant (ISCPC)'s role to Project Outputs**

The Institutional Strengthening and Community Participation Consultant (ISCPC) will contribute to the project outputs as follows:

### **Output 1: Municipal infrastructure for resilience improved**

The ISCPC will provide support to municipalities in strengthening institutional systems required for sustainable infrastructure management, including operation and maintenance (O&M) planning, public asset management systems, and community engagement to ensure inclusive and effective utilization of infrastructure assets.

### **Output 2: Tourism assets revitalized, and management improved**

The ISCPC will support the preparation of GESI-responsive Cultural and Natural Heritage Management Plans, facilitate community participation in tourism-related initiatives, and assist municipalities in planning and implementing socio-economic development programs linked to tourism enhancement. The consultant will focus on institutional strengthening, planning support, and stakeholder engagement.

### **Output 3: Capacity of communities, municipalities, provinces, and DUDBC strengthened**

The ISCPC will play a lead role in delivering capacity-building and institutional strengthening activities, including support for financial management improvements (CFMIP), revenue enhancement (RIAP), GIS-based house numbering systems, GESI mainstreaming, and community participation mechanisms. The consultant will also design and deliver training programs and provide technical assistance to enhance municipal systems and governance practices.

## **1.3. URLIP Institutional Arrangements**

The Ministry of Infrastructure Development (MOID), through the Project Coordination Office (PCO) established in the Department of Urban Development and Building Construction (DUDBC), will be the executing agency, and will be responsible for liaising with the project municipalities. PCO is headed by the Project Director, who is supported by three Deputy Project Directors who are focal points for the WUC cluster, Pokhara and Janakpur, and the Urban Planning and Development Center.

The project municipalities will be implementing agencies. Each municipality will have its own Project Implementation Unit (PIU). A regional level Western Urban Corridor Project Coordination office (WUC-PCO) is established at Rupandehi and will be responsible for coordination with DUDBC PCO, consultants and the WUC PIUs. Further, details can be obtained from Project Administration Manual (PAM) available in ADB's website.

## **1.4. Coordination Framework and Reporting Arrangements**

To ensure effective coordination among multiple stakeholders and consulting packages, a clear coordination framework and reporting arrangement shall be established for the Project.





The Institutional Strengthening and Community Participation Consultant (ISCPC) shall primarily function as a capacity-building and institutional support consultant and shall closely coordinate with the Project Coordination Office (PCO), Project Implementation Units (PIUs), Project Management and Capacity Development Consultant (PMCDC), and Design and Supervision Consultants (DSC/SDC).

***Coordination Framework:***

The ISCPC shall (i) coordinate with the PCO for overall planning, approval of work plans, and reporting; (ii) work directly with PIUs for implementation support, capacity building, and field-level activities; and (iii) collaborate with PMCDC (and DSC/SDC, if necessary) to ensure alignment of institutional strengthening, GESI, and community participation activities with infrastructure development and project-wide monitoring frameworks. Regular coordination meetings shall be conducted at central and municipal levels to ensure integration of activities and avoid duplication.

***Reporting Arrangements:***

The ISCPC shall report directly to the PCO through the Team Leader, who will be the primary focal point for all contractual, technical, and reporting matters. At the municipal level, the ISCPC team shall work in close coordination with PIU Chiefs for day-to-day activities and implementation support. All key deliverables, reports, and plans prepared by the ISCPC shall be submitted to the PCO for review and approval.

***Roles and Boundaries:***

The ISCPC shall be responsible for institutional strengthening, capacity development, community participation, GESI mainstreaming, and municipal system improvements. The ISCPC shall not undertake detailed engineering design, construction supervision, or contractor management responsibilities of socio-economic development projects and cultural and heritage management plan. Similarly, overall project monitoring, evaluation, and consolidated reporting responsibilities shall be led by the PMCDC, with inputs from the ISCPC as required.

*The ISCPC will be selected following the quality-and-cost-based method (80:20) in accordance with the latest procedure and guidelines set by the ADB. The consultant must submit the Full Technical Proposal (FTP).*

## **2. OBJECTIVE OF CONSULTING SERVICES**

### **2.1 General Objective:**

The DUDBC, through the PCO, intends to engage an ISCPC to provide technical assistance and capacity-building support to participating municipalities under the URLIP. The general objective of the assignment is to strengthen the institutional capacity of municipalities to effectively plan, manage, and sustain urban development initiatives in alignment with project goals.

### **2.2 Specific Objective:**

The specific objectives of the consulting services are as follows:

— **Institutional Strengthening:**



To enhance municipal institutional systems, organizational capacity, asset management practices, and governance mechanisms to improve service delivery and long-term sustainability.

— **Financial Management and Revenue Enhancement:**

To strengthen municipal financial management systems, including implementation of the Comprehensive Financial Management Improvement Plan (CFMIP), enhancement of own-source revenue (OSR), and support for efficient financial planning, budgeting, and reporting.

— **Gender Equality and Social Inclusion (GESI) Mainstreaming:**

To support municipalities in implementing project GESI Action Plan effectively over the project period and institutionalizing gender GESI principles within municipal planning, budgeting, and service delivery systems, ensuring inclusive access to urban services and opportunities for capacity development and economic empowerment of women and disadvantaged and vulnerable groups.

— **Community Participation and Socio-economic Development:**

To promote participatory planning and community engagement that is GESI responsive in municipal decision-making processes and support the effective implementation of socio- economic development programs aligned with local needs.

— **Coordination and Responsibility Framework**

The ISCPC, PMCDC, DSC/SDC consultants, and Municipal PIUs shall work in a coordinated manner within their respective mandates. To minimize overlap and ensure accountability, a clear division of roles and responsibilities shall be followed based on a Responsibility Assignment Matrix (RACI), where “R” = Responsible, “A” = Accountable, “C” = Consulted, and “I” = Informed.

An indicative responsibility framework is presented below:

| Key Functional Areas                                    | ISCPC    | PMCDC | DS<br>C/S<br>DC | PCO | Municipality<br>/ PIUs |
|---------------------------------------------------------|----------|-------|-----------------|-----|------------------------|
| Institutional strengthening & capacity building         | A&R      | A     | C               | I&C | A, C & R               |
| GESI mainstreaming (institutional & community level)    | A&R      | A     | C               | I&C | A, C & R               |
| GESI compliance in civil works                          | A, C & R | A     | R               | I&C | A, C & R               |
| Financial management (CFMIP, RIAP support)              | A&R      | A     | I               | I&C | A, C & R               |
| Socio-economic development program (planning & support) | A&R      | A     | C               | I&C | A, C & R               |
| Community participation and awareness (CAPP)            | A&R      | A     | C               | I&C | A, C & R               |
| Infrastructure design and supervision                   | I        | C     | R               | I&C | A, C & R               |
| Asset management and O&M planning                       | A&R      | A     | C               | I&C | A, C & R               |
| GIS-based systems and digitization support              | A&R      | A     | C               | I&C | A, C & R               |



|                                                            |     |     |   |     |          |
|------------------------------------------------------------|-----|-----|---|-----|----------|
| Project monitoring, evaluation, and consolidated reporting | A&C | R/A | C | I&C | A, C & R |
|------------------------------------------------------------|-----|-----|---|-----|----------|

**Notes:**

- The ISCPC shall primarily focus on institutional strengthening, capacity development, and system improvement functions.
- The DSC/SDC shall be responsible for all engineering design, construction supervision, and infrastructure-related GESI compliance.
- The PMCDC shall be accountable for overall project coordination, monitoring, and reporting.
- The PIUs shall be responsible for implementation at the municipal level, with support from all consultants.

### 3. SCOPE OF SERVICES

The scope of services of the ISCPC will generally cover but not necessarily limited to the following tasks:

**Table 1: Outline Scope of Services**

| SN | Key Scope                                                                                                                        |
|----|----------------------------------------------------------------------------------------------------------------------------------|
| 1  | Support in implementation (consultation, identification, planning, and implementation) of the socio-economic development program |
| 2  | GESI Action Plan implementation                                                                                                  |
| 3  | Community participation and awareness                                                                                            |
| 4  | Preparation and approval of Historical, Cultural and Natural Heritage Management Plans                                           |
| 5  | Support in Financial Management including implementation of CFMIP and support to electronic tax collection and billing system    |
| 6  | Preparation of Business Plan of Project Municipalities                                                                           |
| 7  | Public Asset Management and Operation and Maintenance                                                                            |
| 8  | Environment Management and Capacity Building                                                                                     |
| 9  | GIS-based house addressing                                                                                                       |
| 10 | Coordinate with CTEVT in facilitation of Tourist Guide Certification                                                             |
| 11 | Trainings and internship programs                                                                                                |

#### 3.1 Support in implementation (consultation, identification, planning, and implementation) of the socio-economic development program

The tasks are:

- i. Collect socioeconomic data that includes project required data for women, poor and disadvantaged groups as guided by PAM, including data on municipal services in coordination with the all-participating municipalities.
- ii. To prepare annual program (with tourism theme) of performance-based socio-economic development by adopting participatory planning process in coordination with project municipalities and as per project guideline/ criteria.



- iii. Support PIUs in updating guidelines/ criteria on the process for approving socio-economic development projects for implementation, and reporting on progress on their socio-economic development programs (SEDP) ensuring at least 30% of the SEDP spent on socioeconomic infrastructure and activities related to tourism and GESI. The criteria should ensure procedural fairness while selecting projects that deliver firm community benefits.
- iv. Provide support to PIUs in selecting and administering projects under their socio-economic development plans. Further, assist in the review and get approval of the projects from the PCO level.
- v. Prepare designs and cost estimates of infrastructure subprojects under the performance based socioeconomic development grant.
- vi. Assist PIUs in procurement, implementation and evaluation.
- vii. Supporting PIUs in ensuring that their socio-economic development program budgets are adequately managed. (The overall cost allocated for Socio economic development program is 5,660,000 \$. This amount may be adjusted during the implementation)
- viii. Assisting PIUs in reporting on socio-economic development programs.
- ix. Assist PIU in preparing integrated settlement plans for 3 settlements of Lumbini and develop the settlements as part of socioeconomic development program. The plan should include livelihood measures for the residents.
- x. Assist PIUS in DED preparation and construction of at least seven gender friendly public toilets with sex-segregated and all gender friendly and inclusive design facilities, including 1:2 male-female toilet compartment ratio; provision of private breastfeeding corners or rooms in public areas; safe sidewalks for pedestrians including designs friendly to people with disabilities such as tactile pavement and ramps and for the elderly and people with reduced mobility; and well-lit areas, drinking water points, and covered rest and seating areas.

### 3.2 GESI Action Plan implementation

The tasks are:

- i. Assist and guide, through PCO, the PIUs and DSC/SDCs to integrate GESI in all data collection, designs, and activities to be carried out under the project;
- ii. Collect baseline and other socioeconomic data or conduct baseline survey (if necessary) that includes data for women, poor and disadvantaged groups as guided by PAM.
- iii. Develop GESI AP implementation plan annually incorporating budget and other required resources in consultation with PIUs to implement GESI AP.
- iv. Prepare GESI AP monitoring and reporting framework/ sheet that includes disaggregated database systems of women and disadvantaged groups receiving services of municipalities through the project
- v. Ensure municipal infrastructure design is GESI responsive for users' accessibility and safety.
- vi. Encourage contractors to employ women's and disadvantaged groups' employment in the project-created job ensuring contractors are trained on national core labor standards, equal pay for women, prevention of SEAH and human trafficking, OHS and meeting requirements for women laborers, including water supply, segregated shelter and sanitation facilities
- vii. Advocate for affirmative action to give small contracts to women contractors for simple construction works. Include instructions in conditions of contract (COC) that promote and enable women and people from different locations to submit bids.



- viii. Ensure at least 40% women and 25% representatives from disadvantaged groups participate in consultations to develop 7 Cultural and Natural Heritage Management Plans.
- ix. Develop the selection criteria and a detailed training plan/calendar for: (a) 150 women, including representatives from disadvantaged groups, to undergo skills training in traditional and local arts; and (b) 120 women, including representatives from disadvantaged groups, to be trained and certified as tourist guides.
- x. Prepare guidelines for municipalities to enroll at least 50 women interns for professional experience through an internship program in project municipalities. Provide guidance to ensure that specific issues of women and disadvantaged groups are recognized and responded by project municipalities;
- xi. Identify measures to integrate GESI in planning, budgeting and monitoring systems and processes of municipality and guide PIUs and DSC/SDCs accordingly for GESI integration in annual plans of each municipality;
- xii. Conduct GESI capacity need assessment and develop capacity building plan to institutionalize GESI in the project municipalities and strengthen skills of all relevant municipality staff through training, workshops.
- xiii. Provide training and capacity building support to staff based on need assessment and capacity building plan and as including trainings on guided by GESI AP and PAM
- xiv. Conduct/support in capacity development of women staff and elected representatives of municipalities on natural ecosystems, and urban governance, including digitization of municipal services, tax management, citizen participation, risk-informed urban planning and enforcement, asset management, and operations and maintenance
- xv. Support municipalities to conduct GESI audit for overall municipalities activities for 3 years
- xvi. Assist PCO/PIUs in maintaining sex-disaggregated records of labor and wages to ensure equal pay for work of equal value and monitor contractor compliance with GESI requirements

### 3.3 Community participation and awareness

Community participation has a role in identification and implementation of socio-economic development programs and heritage conservation and management. ISPCP will support each municipality to prepare community participation plan that has been prepared to formalize Civil Society Organization (CSO) participation and describe its key features. Involvement of CSO in participation plan for their effective inputs in identifying, planning, designing and implementation socioeconomic development program and heritage improvement plan.

The tasks are:

- i. Assist municipalities in developing criteria for identification of beneficiaries (targeted groups) from the projects.
- ii. Supporting in the preparation & formulation of community awareness and participation plan (CAPP) and conduct of public awareness-raising activities as property tax, socio-economic development, natural/cultural & heritage conservation, GESI, etc. as per PAM (at least 4 events in each municipality) during project implementation.
- i. Conduct public consultations/ focus group discussions (at least six times in each municipality), with particular attention to women and vulnerable households (such as poor, marginal, backward class, female headed, disabled/ handicapped person), to monitor community sensitization to the awareness campaign.



- ii. Provide feedback to the PIU with a view to adjusting the awareness campaign and/or work program based on the impact of the campaign and concerns raised by the beneficiaries.
- iii. Ensure CAPP incorporates all GESI requirements as guided by PAM
- iv. Support in raising public awareness on GIS-based house addressing systems and their benefits.

### **3.4 Preparation and approval of Historical, Cultural and Natural Heritage Management Plans**

The tasks are:

- i. Identify open spaces, historical, cultural and natural heritage sites of each municipality and prepare GESI responsive master plan as guided by PAM at municipal level to preserve/conserve.
- ii. Prepare detail design/drawing and cost estimate of at least one open spaces, historical, cultural and natural heritage sites (including regeneration) and facilitate in implementation including supervision and payment processing.
- iii. Conduct necessary public consultation during the preparation and implementation of the aforementioned plans.
- iv. Identify and enlist all the heritage settlements of seven project municipalities as per Settlement Development, Urban Planning and Building Construction Basic Guidelines, 2015 (बस्ती विकास, शहरी योजना तथा भवन निर्माण सम्बन्धी आधारभूत मापदण्ड, २०७२ (प्रथम संशोधन, २०७३ सहित) and submit to PCO for approval process.

### **3.5 Support in Financial Management including implementation of CFMIP and support to electronic tax collection and billing system.**

The tasks are:

- i. Review municipal policies (*financial management, budgeting, revenue management*), tax and rate fixation procedures, tax compliance situation etc.
- ii. Preparation of Financial Management Manual of each PIUs.
- iii. Assisting the PIUs with project financial management, including accounting, auditing, and reporting to the PCO, submitting supporting documents, and ensuring adherence to the financial management manual developed for the project.
- iv. Enhancing internal audit capabilities by providing annual training to the internal audit staff of the project municipalities
- v. Assisting PIUs in updating and implementing all aspects of the Comprehensive Financial Management Improvement Plans (CFMIP) in coordination with TDF, acting as a focal point of information for PIUs.
- vi. Assisting PIUs on reporting on progress made on CFMIP implementation including its effectiveness on increasing the financial sustainability of municipalities
- vii. Support municipalities to prepare Revenue Improvement Action Plan (RIAP) and update annually
- viii. Provide technical support to implement major revenue enhancement activities of RIAP such as design and launch tax awareness campaign, property tax management system strengthening, other tax and service fee system strengthening etc.
- ix. Providing support to PIUs on establishment and operationalization of electronic tax billing and collection systems.

### **3.6 Preparation of Business Plan of Project Municipalities**



The tasks are:

- i. Review of Existing Plans, Policies, and Investments:
  - Review existing municipal plans like Periodic Plan, Integrated Urban Development Plans (IUDP), Integrated Action Plans (IAP), Sectoral master plan, Annual and medium-term expenditure plans etc. and policies, investment and strategies etc.;
  - Review ongoing and completed projects
  - Assess consistency among different plans and identify overlaps or duplication
  - Review alignment with provincial and national policies
- ii. Municipal Resource and Financial Capacity Assessment
- iii. Revenue Assessment, Analyze internal revenue sources like Integrated Property tax, Property Tax, Business tax, Service fees, Land and asset revenues etc
- iv. Review fiscal transfer trends from federal and provincial governments
- v. Assess external financing opportunities like Development partners, NGO/INGO, PPPs, Municipal borrowing
- vi. Expenditure and Financial Performance Assessment
  - Review historical expenditure patterns
  - Analyze capital expenditure absorption capacity
  - Assess operation and maintenance liabilities
  - Identify fiscal gaps and financial risks
- vii. Institutional Capacity Assessment
  - Assess municipal staffing and technical capacity
  - Review procurement and contract management systems
  - Assess project implementation and monitoring capacity
- viii. Project Inventory and Database Preparation
  - Compile all proposed projects from existing plans
- ix. Project Screening and Prioritization
- x. Prioritized Investment Pipeline
  - Prepare short-, medium-, and long-term investment pipeline
  - Identify “bankable” and immediately implementable projects
- xi. Prepare Municipal Investment and Financing Strategy
- xii. Prepare Revenue Enhancement and Asset Management Strategy
- xiii. Identify measures to improve municipal revenue generation
- xiv. Recommend reforms in:
  - Property tax administration
  - Digital revenue systems
  - User fee collection
  - Municipal asset utilization
- xv. Preparation of Municipal Business Plan

The final business plan should include:

- Realistic investment framework
- Prioritized project pipeline
- Financing strategy
- Revenue enhancement strategy
- Institutional improvement measures
- Phased implementation roadmap
- Monitoring and evaluation framework

### **3.7 Public Asset Management and Operation and Maintenance**

The tasks are:

  
Er. Suresh Kumar Wagle  
Project Director



- i. Prepare entire inventory of public assets within the project municipality including physical/social/economical infrastructure, utilities, cultural/natural heritage sites, etc.
- ii. Prepare and approve (from municipality) operation and maintenance management plan and guideline. *(The O & M plan should include cost estimates, roles and responsibilities, and sources of funding for each action, with the aim of optimizing the useful life of assets and planning for asset replacement, renewal, refurbishment, and/or disposal. They should also include linkages to financial management within municipalities, and responsibility and frequency for reviewing the plans. Schedules of maintenance should also be developed.)*
- iii. Assist municipalities in Establishment and Strengthening of an Operations and Maintenance (O&M) unit, if any.
- iv. Assist municipalities in populating digitized public asset databases using the federal asset management software (completing this process by 2027) and institutionalize in operationalization.
- v. Assisting PIUs in reporting on asset management plans, and reviewing and revising asset management plans annually.
- vi. Prepare Operation and maintenance guidelines of emergency operation center-Pokhara.

### 3.8 Environment Management and Capacity Building

- i. Assist PIUs in environmental monitoring, including EH&S, during and after the construction period under the ISPC components.
- ii. Prepare required environment and social assessment reports, if needed as well as assist in raising environmental awareness in the municipalities (administration as well as general public) and sustaining environmental improvements introduced by the project.
- iii. Monitor and prepare status of implementation of Environmental Management Plan of output 1 projects implemented by Municipalities.

### 3.9 GIS-based house addressing

The tasks are:

- i. Study prevailing national/international GIS based house addressing systems and prepare National Level House Addressing System Guideline and adopt the same.
- ii. Conduct a comprehensive baseline assessment of existing addressing systems, available maps, and data gaps, including planning and verification from field survey, execution of necessary surveys and data collection. The scope covers all the households and streets of seven project municipalities.
- iii. GIS Database Design and Development
  - Design and develop a geospatial database of all buildings and streets.
  - Develop a standardized and unique house coding system (e.g., Ward–Street–House Number).
  - Integrate satellite imagery, cadastral maps, and field survey data into a unified GIS database.
  - Ensure compatibility and interoperability with GIS platforms such as QGIS and ArcGIS.
- iv. Address Assignment and Validation
  - Assign house numbers ensuring logical sequencing (e.g., left/right side, distance-based numbering).





- Conduct validation and verification of assigned addresses through stakeholder consultations with municipalities and local communities.
- v. System Development and Integration
  - Develop GIS-based applications and/or dashboards for address search, visualization, and management.
  - Integrate the addressing system with municipal systems, including property tax, building permits, and utility services.
- vi. Mapping, Outputs, and Documentation
  - Produce Digital maps (ward-wise and street-wise), Address registers and GIS databases and Web-based GIS portals (if required)
  - Prepare comprehensive metadata, technical documentation, and data standards.
- vii. Street and House number plate installation
  - Design, supply, and install standardized at least 50 street name plates and 100 house number plates for each municipality as a sample. This includes plates fabrication (of desired shape, size, design; of approved material, quality, specification, etc) and installation in the Government / public Buildings and major streets (as per instruction)
- viii. Capacity Building
  - Orient municipal staffs on: GIS software (QGIS/ArcGIS) and Data updating, maintenance, and management
  - Develop user manuals, training materials, and operational guidelines for long-term sustainability of the system.
  - Establish mechanisms for Updating newly constructed buildings and Managing address changes and revisions
  - Support municipalities in establishing systems for regular GIS map updating and utilization in municipal functions.
- ix. Institutional Support and Coordination
  - Assist Project Implementation Units (PIUs) in obtaining municipal approvals for the implementation of GIS-based house addressing and system upgrades.
  - Coordinate with relevant stakeholders and ongoing initiatives to ensure alignment and avoid duplication.
  - Provide technical support to municipalities in preparing programs and budgets for implementation of house numbering systems.
- x. Data Utilization and Planning Support
  - Facilitate the use of updated geo-referenced digital maps (prepared by DSC/SDC/DUDBC/SELF or other agencies) for municipal planning purposes, including:
    - a. Implementation of house and street addressing systems
    - b. Road hierarchy planning (ROW, road classification, standards)
    - c. Property tax administration and other municipal services (if exists)
- xi. Handover and Post-Implementation Support
  - Handover the complete GIS database, tools, applications, and documentation to the client.
  - Provide post-implementation technical support and troubleshooting.

### **3.10 Coordinate with CTEVT for facilitation of certification for tourist guide/skills training**

- i. Liaise with CTEVT and relevant training providers to establish collaboration mechanisms.



- ii. Align training needs with CTEVT-approved curricula and national occupational skill standards.
- iii. Prepare standard training manual for tourist guide
- iv. Prepare guideline for tourist guide certification
- v. Coordinate/Facilitate CTEVT for certification

### **3.11 Trainings and internship programs**

The consultant has to conduct a comprehensive capacity needs assessment in EA & IAs, design demand-driven practical training programs and conduct skill development workshops. Deliver structured and outcome-oriented training to strengthen financial, governance, GESI, asset management, GIS, environmental, and livelihood systems as well as ensure inclusion targets for women and disadvantaged groups are achieved as per DMF indicators of PAM.

The Consultant shall perform, but not be limited to, the following tasks:

#### **i. Development and Delivery of Training Programs**

Training programs shall be based strictly on the approved CNA and include:

1. Gender Equality and Social Inclusion (GESI) institutionalization.
2. CAPP implementation.
3. Financial Management:
  - i. Internal Audit annually.
  - ii. Manuals, accounting, auditing, reporting, IPT, OSR, revenue projections, etc. related to financial management
  - iii. CFMIP implementation and reporting.
  - iv. Tax management
  - v. Business plans for municipal revenue-generating activities.
4. Operations and Maintenance (O&M) of Public Assets including management systems as per Financial Comptroller General Office (FCGO) guidelines and Urban governance (digitization of municipal services, simplification of service process, etc.)
5. Skill development training/ workshops/internship
  - i. Internship program for at least 5 women students from each municipality and at least 50 in total in project municipalities.
  - ii. Traditional and local arts training (minimum 150 women and/or person from disadvantaged group).
  - iii. Tourist guide certified training (minimum 120 women and/or person from disadvantaged group).

#### **ii. Methodology**

- Trainings shall be in both theory and practical basis (as relevant to the topics) along with required training materials.
- The Consultant shall:
  - Apply participatory, adult-learning approaches.
  - Ensure gender-sensitive and inclusive training design.
  - Provide practical, field-based learning, when needed.
  - Prepare bilingual (Nepali/English) training materials, when needed.
  - Ensure certification mechanisms where required.
  - Monitor inclusion targets and provide disaggregated reporting.
- The consultant shall submit:
  - workplan, methodology with Capacity Needs Assessment Report and Training Modules for approval from PCO.



- Periodic Training Reports after each training
- Internship Framework

The trainings/ workshops should be based on the actual need assessment. The modules and proposals for trainings/workshops have to be approved by PCO. The consultant has to arrange any external/ internal expertise required for conducting the specified trainings; along with required logistics, venue cost, stationary, materials, accommodation, refreshment/tea/coffee within or outside venue district for the participants. The venue shall be finalized along with the training module.

In addition, the consultant also has to provide following facilities and allowances or expenses to the participants:

1. GESI Institutionalization- accommodation including lunch and snacks, logistics and transportation expenses.
2. CAPP - accommodation including lunch and snacks, logistics and transportation expenses.
3. Financial Management- accommodation including lunch and snacks, logistics and transportation expenses.
4. Operations, Maintenance (O&M), Public Assets Management training; Urban governance including digitization of municipal services- accommodation including lunch and snacks, logistics and transportation expenses.
5. Traditional and local arts training- lunch and snacks, logistics and transportation expenses.
6. Tourist guide certification training lunch and snacks, logistics, field trip and transportation expenses.

Further, the presence of the PCO/PIU/DUDBC authorities will be ensured in the training. The consultant will design a completion certificate for successful participation of the training and award the same to the participants on successful completion of the training. The participants and interns shall be selected in coordination with the municipalities. The interns should get monthly stipend equivalent to the basic salary of Government Personnel (covered from PS).



### iii. Performance Specification of Training

- The modules/ area for training shall be as stated in INPUTS of following table but not limited to.
- Participants will have knowledge and skills after completion of the training but not limited to OUTPUTS of following table.
- The table below presents indicative training areas, participant groups, and performance expectations. The number of events, participants, duration, and delivery approach shall be reviewed and finalized based on the Capacity Needs Assessment (CNA) and in agreement with the PCO. Flexibility shall be maintained to adapt training design to evolving municipal needs and project priorities.

| S. N. | Trainings On                                                            | Expected Participants & Numbers                                                                                                                                                                                                                       | Performance Indicator                                                                                                                                                                                                                                                                                                                                                                           |                                                                                              |                                                                                                                                                                                                                                                          |
|-------|-------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|       |                                                                         |                                                                                                                                                                                                                                                       | Input                                                                                                                                                                                                                                                                                                                                                                                           | Event days/nos./ venues                                                                      | Output                                                                                                                                                                                                                                                   |
| 1     | <b>Gender Equality and Social Inclusion (GESI) institutionalization</b> | <ul style="list-style-type: none"> <li>— Elected representatives</li> <li>— From GESI and social development units of municipalities</li> <li>— PCO/ DUDBC</li> <li>— (10 participants from each municipality + 10 PCO/DUDBC: 10x7+10= 80)</li> </ul> | <ul style="list-style-type: none"> <li>— Introduction to GESI</li> <li>— Policy and Institutional Framework</li> <li>— GESI Analysis and Tools</li> <li>— Mainstreaming GESI in Local Planning and Budgeting</li> <li>— GESI in Project Implementation and Service Delivery</li> <li>— Monitoring, Reporting, and Accountability</li> <li>— Action Planning for Institutionalization</li> </ul> | <ul style="list-style-type: none"> <li>- 4 events</li> <li>- Each event of 2 days</li> </ul> | <ul style="list-style-type: none"> <li>— At least 70-80% participation of women participants</li> <li>— Improvement in pre- and post-training knowledge assessment</li> <li>— Preparation of practical GESI institutionalization action plans</li> </ul> |
| 2.    | <b>CAPP Implementation</b>                                              | <ul style="list-style-type: none"> <li>— Elected representatives</li> <li>— Municipal executive, Social Development &amp; Planning sectional Officials and technical staffs</li> <li>— Ward-level officials</li> </ul>                                | <ul style="list-style-type: none"> <li>— Community awareness strategies</li> <li>— Participatory planning and budgeting</li> <li>— Stakeholder engagement mechanisms</li> <li>— Social accountability tools (public hearings, social audits, GRM, citizen charters)</li> <li>— Inclusion of women, poor, marginalized and vulnerable groups</li> </ul>                                          | <ul style="list-style-type: none"> <li>-5 events</li> <li>- Each event of 2 days</li> </ul>  | <p>Enhanced Knowledge of CAPP including:</p> <ul style="list-style-type: none"> <li>○ Strengthened Skills in Inclusive Project Implementation and Service Delivery</li> </ul>                                                                            |



|                                |                                                                                         |                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                |                                                                                         | <ul style="list-style-type: none"> <li>— Community representatives (as per CNA)</li> <li>— PCO</li> <li>— Estimated 200 participants</li> </ul>                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                     | <ul style="list-style-type: none"> <li>○ Improved Monitoring, Reporting, and Accountability Mechanisms</li> <li>○ Strengthened Community Awareness and Engagement Approaches</li> <li>○ Enhanced Participatory Planning and Budgeting Skills</li> <li>○ Improved Stakeholder Engagement Mechanisms</li> </ul>                                                                                                                                                          |
| <b>3. Financial Management</b> |                                                                                         |                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                | Manuals, accounting, auditing, reporting, IPT, OSR, revenue projections, Tax management | <ul style="list-style-type: none"> <li>— Elected representatives</li> <li>— Municipal executive</li> <li>— Revenue Section Staff</li> <li>— Finance Officers and Accountants of municipalities, PIUs, Provinces, PCO/DUDBC</li> <li>— Planning Officers</li> <li>— Estimated 75 Participants</li> </ul> | <p><b>(i) Financial Manuals and Guidelines</b></p> <ul style="list-style-type: none"> <li>— Municipal financial administration regulations</li> <li>— Budget formulation and execution procedures</li> <li>— Fund flow management</li> <li>— Commitment control and expenditure management</li> <li>— Financial delegation and authorization procedures</li> </ul> <p><b>(ii) Accounting and Reporting</b></p> <ul style="list-style-type: none"> <li>— Double-entry accounting system</li> <li>— Use of municipal accounting software (if applicable)</li> <li>— Asset management and inventory control</li> <li>— Preparation of:               <ul style="list-style-type: none"> <li>a. Financial statements</li> <li>b. Monthly and trimester reports</li> <li>c. Annual financial statements</li> </ul> </li> <li>— Financial disclosure and transparency</li> </ul> <p><b>(iii) Auditing</b></p> <ul style="list-style-type: none"> <li>— Coordination with Office of Auditor General</li> </ul> | -4 events<br>- Each event of 3 days | <p>Enhanced Knowledge regarding Financial Management including:</p> <ul style="list-style-type: none"> <li>— Standardized financial reporting formats adopted.</li> <li>— Municipal revenue baseline established.</li> <li>— IPT improvement plan prepared.</li> <li>— Three-year revenue projection prepared.</li> <li>— Financial management manual updated or developed (if absent).</li> <li>— Preparation of practical municipal tax improvement plans</li> </ul> |



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|  |                | <ul style="list-style-type: none"> <li>– Responding to audit queries</li> <li>– Settlement of irregularities</li> <li>– Maintaining audit log</li> </ul> <p><b>(iv) IPT, OSR &amp; Revenue Projections</b></p> <ul style="list-style-type: none"> <li>– Integrated Property Tax (IPT) assessment and billing systems</li> <li>– Updating property records and valuation</li> <li>– Optimizing Own Source Revenue (OSR)</li> <li>– Revenue leakages identification</li> <li>– Revenue forecasting methodologies</li> <li>– Multi-year revenue projection model</li> <li>– Tax compliance improvement strategies</li> </ul> <p><b>(v) Tax Management</b></p> <ul style="list-style-type: none"> <li>– Municipal Revenue and Taxation</li> <li>– Tax Policy and Rate Setting</li> <li>– Taxpayer Identification and Registration</li> <li>– Tax Assessment and Billing</li> <li>– Tax Collection and Compliance Management</li> <li>– Revenue Monitoring and Reporting</li> <li>– Taxpayer Communication and Awareness</li> <li>– Preparation of Municipal Tax Improvement Plan</li> </ul> |  |                                                                                                                                                                                                                                                                                                                        |
|  | Internal Audit | <ul style="list-style-type: none"> <li>– Legal framework governing internal audit (Local Government Operation Act and related regulations)</li> <li>– Risk-based internal audit planning</li> <li>– Internal control systems and compliance monitoring</li> <li>– Audit sampling techniques</li> <li>– Procurement audit</li> <li>– Performance and compliance audit</li> <li>– Audit documentation and working papers</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  | <p>Enhanced Knowledge of Internal Audit including:</p> <ul style="list-style-type: none"> <li>– Annual Internal Audit Plan prepared for each municipality.</li> <li>– Development of Standard Internal Audit Checklist and Templates.</li> <li>– At least one risk-based audit conducted during assignment.</li> </ul> |





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|    |                                                                                                                                 |                                                                                                                                                               | <ul style="list-style-type: none"> <li>– Preparation of internal audit reports</li> <li>– Follow-up mechanisms for audit observations</li> </ul>                                                                                                                                                                                                                                                                                                                         |                                     |                                                                                                                                                                                                                                                                                                           |
|    | CFMIP implementation and reporting                                                                                              |                                                                                                                                                               | <ul style="list-style-type: none"> <li>– Overview of CFMIP framework and scoring indicators</li> <li>– Performance-based grant conditions</li> <li>– Institutional self-assessment process</li> <li>– Evidence documentation and compliance reporting</li> <li>– Gap analysis and improvement action plans</li> <li>– Annual CFMIAP reporting requirements</li> </ul>                                                                                                    |                                     | <ul style="list-style-type: none"> <li>– CFMIP gap analysis.</li> <li>– Development of Compliance action plan.</li> <li>– Improvement of CFMIAP score compared to baseline.</li> <li>– Timely submission of CFMIP reports.</li> </ul>                                                                     |
|    | Business plans for municipal revenue-generating activities                                                                      |                                                                                                                                                               | <ul style="list-style-type: none"> <li>– Identification of viable municipal revenue-generating projects</li> <li>– Market analysis and demand assessment</li> <li>– Cost-revenue analysis</li> <li>– Financial viability (NPV, IRR, payback period)</li> <li>– Risk assessment</li> <li>– Public-private partnership options</li> <li>– Tariff setting principles</li> <li>– O&amp;M cost recovery mechanisms</li> <li>– Sensitivity analysis</li> </ul>                 |                                     | <p>Enhanced Knowledge of Business Plan including:</p> <ul style="list-style-type: none"> <li>– Preparation of Bankable or investment-ready business plans.</li> <li>– Prioritization of Revenue-generating projects in municipal planning.</li> <li>– Improvement of cost-recovery mechanisms.</li> </ul> |
| 4. | Operations, Maintenance (O&M), Public Assets Management training; Urban governance including digitization of municipal services | <ul style="list-style-type: none"> <li>– Executive Officer</li> <li>– Finance, Planning, Technical and administrative staffs</li> <li>– PCO/ DUDBC</li> </ul> | <ul style="list-style-type: none"> <li>– O&amp;M Planning</li> <li>– Financial Management of O&amp;M</li> <li>– Technical O&amp;M Practices</li> <li>– Monitoring, Reporting, and Performance Indicators</li> <li>– Institutional Arrangements and Outsourcing</li> <li>– Preparation of Municipality O&amp;M Action Plan</li> <li>– Policy and Legal Framework</li> <li>– Public Asset Management Concepts</li> <li>– Public Assets Management System (PAMS)</li> </ul> | -3 events<br>- Each event of 3 days | <ul style="list-style-type: none"> <li>– Preparation of realistic and implementable O&amp;M action plans</li> <li>– Enhanced Skills in Maintenance Scheduling and Prioritization</li> <li>– Understanding of Cost Recovery and Financial Sustainability</li> </ul>                                        |



|    |                                                         |                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                                                         | <ul style="list-style-type: none"> <li>– Estimated 60 Participants</li> </ul>                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>– Physical Verification &amp; Reconciliation</li> <li>– Internal Controls &amp; Risk Management</li> <li>– Reporting and Audit Compliance</li> <li>– Fundamentals of Urban Governance</li> <li>– Legal and Policy Framework</li> <li>– Digitization in Municipal Functions</li> <li>– Transparency, Accountability, and Citizen Engagement</li> <li>– Planning and Decision Making with Data</li> <li>– Action Planning for Digitized Urban Governance</li> <li>–</li> </ul>                                        |                                                              | <ul style="list-style-type: none"> <li>– Improved Technical Capacity for Infrastructure Maintenance</li> <li>– Capacity to Manage Outsourced Maintenance Services</li> </ul> <p>Enhanced Knowledge of Public Assets Management including:</p> <ul style="list-style-type: none"> <li>– Demonstrated improvement in pre-post assessment scores</li> <li>– Accurate completion of practical exercises (e.g., asset registration in PAMS)</li> <li>– Adoption of recommended practices by participant agencies</li> </ul> |
| 5. | <b>Skill development training/ workshops/internship</b> |                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| A  | Internship program                                      | <p>Interns can be in various sectors as:</p> <ul style="list-style-type: none"> <li>– Engineering</li> <li>– Urban planning</li> <li>– Public administration</li> <li>– Environmental science</li> <li>– Social development</li> <li>– Business administration or finance</li> <li>– Others as per requirement in municipalities</li> </ul> | <p>Program Design and Planning:</p> <ul style="list-style-type: none"> <li>– Develop the overall internship program framework and implementation plan.</li> <li>– Define roles, responsibilities, and expected learning outcomes for interns.</li> <li>– Coordinate with participating municipalities for placement opportunities.</li> <li>– Establish internship guidelines and code of conduct.</li> <li>– Selection of Interns in coordination with municipalities.</li> <li>– Monitoring and Support</li> <li>– Documentation and Learning</li> </ul> | <p>Period of 6 months or as agreed in the program design</p> | <ul style="list-style-type: none"> <li>– At least 50 women students gained professional work experience through an internship program in project municipalities</li> </ul>                                                                                                                                                                                                                                                                                                                                             |



|   |                                                       |                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---|-------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| b | Traditional and local arts training<br>(Based on CNA) | <ul style="list-style-type: none"> <li>— Coordinate with municipalities and community organizations to identify eligible participants.</li> <li>— Ensure inclusive participation, prioritizing women and disadvantaged groups</li> </ul>                                                  | <p>Conduct structured training sessions covering:</p> <ul style="list-style-type: none"> <li>— Traditional and local art techniques and craftsmanship</li> <li>— Product quality improvement and innovation</li> <li>— Use of tools and materials</li> <li>— Product finishing and packaging</li> <li>— Basic entrepreneurship and market linkage</li> <li>— Cultural heritage preservation</li> <li>— Practical Skill Development</li> <li>— Provide hands-on practice and demonstrations.</li> <li>— Facilitate creation of sample products by trainees.</li> </ul> | -3 events<br>- Each event of 30 days            | <ul style="list-style-type: none"> <li>— At least 150 women and/or representatives from disadvantaged groups trained and reported enhanced skills in traditional and local art.</li> <li>— Conduct simple pre- and post-training assessments or demonstrations.</li> <li>— Provide certificates to participants completing the training successfully.</li> <li>— Participants produce sample traditional art products during training</li> <li>— Submission of training report with participant list, photos, and evaluation results</li> </ul> |
| C | Tourist guide certification training                  | <ul style="list-style-type: none"> <li>— Based on Training Needs Assessment</li> <li>— Participant Selection</li> <li>— Develop transparent criteria for selecting trainees.</li> <li>— Coordinate with municipalities and local organizations for participant identification.</li> </ul> | <p>Delivery of Training on:</p> <ul style="list-style-type: none"> <li>— Role and responsibilities of tourist guides</li> <li>— Tourism ethics and professionalism</li> <li>— Overview of local natural ecosystems and biodiversity</li> <li>— Cultural heritage, traditions, and historical sites</li> <li>— Communication and Interpretation Skills</li> <li>— Customer Service and Hospitality</li> <li>— Safety and First Aid</li> <li>— Environmental Conservation</li> <li>— <b>Practical Field Training</b></li> <li>— Provide certificate</li> </ul>          | -3 events<br>- Each event of 3 months (90 days) | <ul style="list-style-type: none"> <li>— At least 120 women and/or persons from disadvantaged groups received training and certified as tourist guides for promoting natural and cultural heritage sites</li> <li>— Issuance of certificates to successful trainees</li> <li>— Evidence of trainees participating in tourism-related activities after training</li> </ul>                                                                                                                                                                       |

#### 4. DELIVERABLES

Other than reporting outputs (see below), the consultant should also deliver the following in hard and soft copies to the executing agencies or participating municipalities;

- i. Annual Program for Performance Based Socioeconomic Development Plans/ Programs and Institutional Development Plans/ Program.
- ii. Design, drawing, cost estimates and BoQ of small community infrastructure development sub projects under socio-economic development plan.
- iii. Integrated settlement plans for 3 settlements of Lumbini municipalities
- iv. GESI Action plans in each municipality
- v. Historical, Natural, Cultural Heritage Management Plans.
- vi. Financial Management components: RIAPs, FOPs, CFMIP, Manual, etc.
- vii. Report on Electronic tax collection and billing systems
- viii. Municipal Business Plan
- ix. Operation, maintenance and management plan and guideline of Public Assets.
- x. CAPP
- xi. Detail Report on GIS based House Numbering System including number plates installed
- xii. Tourist Guide Training Manual Certification Guidelines for CTEVT
- xiii. Trainings/ Workshops and Internship Programs related reports.
- xiv. Reports on implementation status of Environmental Management Plan and GESI Action plan (if any) in output 1 projects implemented in project municipalities.

#### 5. REPORTING REQUIREMENTS

Minimum reporting requirements from the ISCPC are summarized in following Table, and the reporting schedule and templates will be proposed in the Consultant's Inception Report and agreed with PCO.

| Reports                                     | Timeline                   | Description                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Inception Report                         | 6 weeks from mobilization  | <ul style="list-style-type: none"> <li>Detailed work plan (including staff mobilization) and schedule</li> <li>Preliminary assessment of the outputs required and action plan on them, including review of existing situation and information</li> <li>Plan for project orientation training activities</li> <li>System for quality assurance review of consultant deliverables</li> </ul> |
| 2. Training Capacity Need Assessment Report | 2 months from mobilization | <ul style="list-style-type: none"> <li>Capacity need assessment of DUDBC, provinces, municipalities PIUs, etc.</li> <li>Training plan, efficient method with detail work schedule</li> </ul>                                                                                                                                                                                               |

|                                                                      |                                                                                         |                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.Asset Management and Operation and Maintenance Report              | 12 months from mobilization                                                             | <ul style="list-style-type: none"> <li>List of assets</li> <li>Operation and maintenance strategy and plan</li> </ul>                                                                                                                                                                                        |
| 4.Monthly, Quarterly and Annual progress reports                     | 15 <sup>th</sup> day of every month<br>31 January of Each Year                          | <ul style="list-style-type: none"> <li>Progress on delivery of each of the outputs/ activities</li> <li>Key issues and constraints</li> <li>Updated project schedule</li> <li>GESI AP Monitoring Report as per PAM</li> <li>Any changes in project design and details</li> </ul>                             |
| 5.Organization and Management Report                                 | 12 months from mobilization                                                             | <ul style="list-style-type: none"> <li>Details of Organization structure of municipality</li> <li>Organization management strategy and plan</li> </ul>                                                                                                                                                       |
| 6.Capacity Development Plan                                          | 6 months from mobilization                                                              | <ul style="list-style-type: none"> <li>Based on the assessment of capacity of the municipality preparation of training, workshop, seminar etc to enhanced capacity of municipality</li> </ul>                                                                                                                |
| 7.Draft Final Report and handover of draft document and data library | On the specified delivery date.                                                         | <ul style="list-style-type: none"> <li>Detailed draft final report for outputs, including status reports of all design and construction works, issues, all deliverables under the contracts.</li> <li>Handover of organized library all assignment documents and data (including GIS shape files)</li> </ul> |
| 9.Final Report                                                       | 4 weeks after the final workshops and the receipt of comments on the draft final report | <ul style="list-style-type: none"> <li>Details of the program</li> <li>Methodology of training work shop etc</li> </ul>                                                                                                                                                                                      |
| 10.Project Completion Report                                         | One month prior to contract completion date                                             | <ul style="list-style-type: none"> <li>Project completion report, and summary of all other reports, progress and issues under the Project, summary of annual progress reports</li> <li>Handover of final package of assignment documents and data</li> </ul>                                                 |

All reports should be submitted in 4 hard copies and one soft copy in editable version (e.g. Word, Excel, Power Point, Auto CAD, shapefile etc.) and also .pdf format. All data and documents must be handed over to PCO before the assignment will be considered complete.

## 6. TEAM COMPOSITION AND QUALIFICATION REQUIREMENTS FOR KEY AND NON-KEY EXPERTS

### 6.1 Indicative Staffing Inputs

The ISCPC shall be composed of an expert team of professionals to carry out the assignment tasks. Indicative staffing requirements are shown in Table 4. The ISCPC team should include (A) a core team of key experts to ensure project management functions, compliance, and reporting, (B) a pool of non-key experts for quality assurance and on-demand technical advisory services, and (C) a strong team for administrative support, and office management for the consultants.

Only key experts (A) will be evaluated in the technical proposal. For the required non-key experts (B), the technical proposal should summarize names and qualifications of non-key technical experts and in the methodology describe how the pool of experts will be engaged. Engagement and deployment of non-key staff will be approved by the Client. Administrative staff (C) are indicative based on the tasks in the scope of work. The consulting firm and its technical experts shall be registered with the relevant accredited professional registration bodies in their country of origin.

**Table4: Indicative Staffing Inputs**

| S.N .    | Position                                                                               | Nos. | Input (mm) | Total inputs (mm) | Remarks                                     |
|----------|----------------------------------------------------------------------------------------|------|------------|-------------------|---------------------------------------------|
| <b>A</b> | <b>Key Experts</b>                                                                     |      |            |                   |                                             |
| 1        | Team Leader cum Institutional development expert                                       | 1    | 24         | 24                | Station at WUC with frequent visit to PCO   |
| 2        | Deputy Team Leader cum Urban Planner (3 Positions)                                     | 3    | 24         | 72                | Each for Pokhara, Janakpur & WUC            |
| 3        | Financial management expert                                                            | 1    | 12         | 12                | Station at WUC                              |
| 4        | Natural and Cultural Heritage Expert                                                   | 1    | 18         | 18                | Station at WUC                              |
| 5        | Community Development Expert                                                           | 1    | 18         | 18                | Station at WUC                              |
| 6        | Senior Geographic Information system experts                                           | 1    | 12         | 12                | Station at WUC                              |
|          | <b>Sub Total (A)</b>                                                                   |      |            | <b>156</b>        |                                             |
| <b>B</b> | <b>Non-Key Technical Experts (No evaluation will be done for consultant Selection)</b> |      |            |                   |                                             |
| 1        | Environmental management specialist                                                    | 1    | 8          | 8                 | Station at WUC                              |
| 2        | Monitoring and Evaluation expert                                                       | 1    | 12         | 12                | Station at WUC                              |
| 3        | Geographic Information system experts (4 Positions)                                    | 4    | 15         | 60                | 2 for WUC, 1 for Janakpur and 1 for Pokhara |
| 4        | Municipal engineers (4 Positions)                                                      | 4    | 24         | 96                |                                             |
| 5        | Municipal finance specialist (4 Positions)                                             | 4    | 12         | 48                | 2 for WUC, 1 for Janakpur and 1 for Pokhara |
| 6        | GESI specialist (4 Positions)                                                          | 4    | 12         | 48                |                                             |



|   |                                                 |           |    |            |                                        |
|---|-------------------------------------------------|-----------|----|------------|----------------------------------------|
| 7 | Social Mobilisers (4 Positions)                 | 4         | 12 | 48         |                                        |
| 8 | Surveyor/ enumerators (4 Positions)             | 4         | 12 | 48         |                                        |
|   | <b>Subtotal (B)</b>                             | <b>14</b> |    | <b>368</b> |                                        |
| C | Unallocated technical experts (Key and Non-key) |           |    | 12         | To be used Except for mentioned above. |

Beside key and non-key expert consultants are free to propose other supporting staffs for office management and operation. Similarly, consultant may need various resource person for conduction training.

The qualification and service to be provided by key and non-key experts and their qualification are outlined below but not limited to:

## 6.2 Key experts

### 1. Team Leader cum Institutional Development Expert

#### Qualification:

The expert should have a master's degree in public administration or development studies or management or urban governance or urban management or organizational development or social development or urban related fields and possess preferably with 10 years of experience working in Institutional development/ organizational strengthening/ municipal governance/human resource management/capacity development/O&M surveys, institutional reform, and local government capacity-building programs. Experience in projects financed by ADB and/or other multilateral agencies/funded project will add benefits.

#### Key Tasks:

- Lead and manage the overall implementation of the consulting assignment and act as the primary focal point for all contractual, technical, coordination, and reporting matters;
- Coordinate closely with PCO, ADB, PIUs, municipalities, DUDBC, PMCDC, DSC/SDC consultants, and other relevant stakeholders for effective implementation of the assignment;
- Prepare overall work plans, staffing schedules, task allocation matrix, and deployment plans for experts and support staff;
- Ensure timely mobilization, supervision, coordination, and performance management of all experts and support staff;
- Provide overall technical leadership and ensure quality assurance and timely delivery of all reports, outputs, and deliverables under the assignment;
- Lead institutional strengthening, governance improvement, and organizational development activities for participating municipalities.
- Guide the preparation and implementation of capacity development plans, training programs, institutional frameworks, operational manuals, and community participation strategies;
- Oversee implementation of socio-economic development activities, GESI Action Plan activities, municipal reform initiatives, community awareness programs, GIS based house addressing, and Business Plan;
- Ensure effective integration of GESI, environmental sustainability, climate resilience, heritage conservation, and community participation considerations into all project activities;





- x. Facilitate coordination among municipalities, government agencies, development partners, community organizations, and other stakeholders to ensure smooth implementation of project activities;
- xi. Review and recommend technical reports, studies, assessments, training materials, and other project documents prepared by the consultant team; and
- xii. Perform any other related tasks necessary for successful completion of the assignment.
- xiii. Prepare all deliverable as per TOR and submit for approval.

## **2. Deputy Team Leader cum Urban Planner (3 Positions).**

### **Qualification:**

The experts should have a master's degree in Urban Planning/Urban Management/Urban Ecological Planning/Engineering Management/Construction Management/Regional Planning/ Municipal Engineering/Urban Development/Regional Development with Bachelor's degree in Civil Engineering or Architecture and possess preferably with 10 years of working experience in urban management or urban planning or municipal development or social development. Experience in projects financed by ADB and/or other multilateral agencies/funded project will add benefits.

### **Key Tasks:**

- i. Support the Team Leader in overall contract implementation and coordination;
- ii. Review existing municipal organizational structures and institutional systems;
- iii. Support municipalities in preparation and updating of O&M surveys, staffing structures, and job descriptions;
- iv. Identify institutional and staffing requirements for implementation of project activities;
- v. Support municipalities in preparation and implementation of institutional strengthening and capacity development plans;
- vi. Design and conduct institutional development and governance-related trainings and workshops;
- vii. Lead in preparation and approval of municipal Business Plans, Cultural and heritage management Plans and its implementation.
- viii. Support implementation of socio-economic community participation and awareness programs;
- ix. Assist municipalities in strengthening governance, accountability, and service delivery systems; and
- x. Coordinate with PCO, PIUs, municipalities, and relevant agencies on institutional strengthening activities.
- xi. Support municipalities to formulate, revise, approve and implementation of overall tasks as outlined in scope of ISPCP; etc.;
- xii. Coordinate with other DTL to ensure coherence and uniformity in the programs and reports;
- xiii. Support TL to prepare and finalize all deliverables; as well as lead the overall activities of Pokhara and Janakpur in coordination with TL.

## **3. Financial Management Expert.**

### **Qualification:**

The expert should have a master's degree in finance/ accounting/ business administration/ commerce/ or other relevant subjects like CA, CPA, CIMA etc. and possess preferably

with 10 years of professional experience in municipal finance/ public financial management/ accounting/ auditing/ revenue enhancement/ or finance related assignments. Experience in projects financed by ADB and/or other multilateral agencies/funded project will add benefits.

**Key Tasks:**

- i. Review municipal financial management systems, policies, and procedures;
- ii. Support municipalities in implementation and updating of CFMIP and RIAP;
- iii. Provide technical support on municipal revenue enhancement and tax management systems;
- iv. Assist municipalities in implementation of electronic tax billing and collection systems;
- v. Support preparation of municipal financial manuals, budgeting systems, and financial reporting;
- vi. Support municipalities in project accounting, auditing, and financial reporting;
- vii. Prepare municipal Business Plan.
- viii. Design and conduct training programs on municipal finance, taxation, auditing, revenue management, etc.;
- ix. Assist municipalities in preparation of revenue projections and business plans for revenue-generating activities;
- x. Support municipality to prepare project accounts, auditing and submission of SOE and
- xi. Coordinate with relevant agencies including FCGO, TDF, and audit institutions'
- xii. Support and coordinate with the team including team leader in completion of overall assignment as per TOR.

**4. Natural and Cultural Heritage expert:**

**Qualification:**

The expert should have a master's degree in tourism studies/ heritage conservation/ architecture/ archaeology/ urban conservation/ cultural studies or heritage related field and possess preferably with 10 years of working experience in tourism development/ cultural, religious, historical and natural heritage conservation/ heritage planning/ eco-tourism, or preparation of heritage management plans/ tourism product development and conservation projects. Experience in projects financed by ADB and/or other multilateral agencies/funded project will add benefits.

**Key Tasks:**

- i. Lead preparation of historical, cultural, religious and natural heritage management plans for project municipalities;
- ii. Support municipalities in conservation, regeneration, and tourism enhancement initiatives;
- iii. Prepare conceptual plans, detailed designs, and implementation frameworks for heritage-related interventions;
- iv. Support implementation, monitoring, and reporting of heritage and tourism-related activities;
- v. Coordinate community participation and stakeholder consultations related to heritage management;
- vi. Support development of tourism-related socio-economic programs;



- vii. Design and conduct training programs related to tourism, heritage conservation, and local economic development; and
- viii. Coordinate with municipalities, cultural institutions, and tourism-related agencies;
- ix. Support and coordinate with the team including team leader in completion of overall assignment as per TOR.

## **5. Community Development Expert**

### **Qualification:**

The expert should have a master's degree in sociology, urban/rural development, gender/social development, development studies, community development, or related fields and possess preferably with 10 years of working experience in community/social development/ stakeholder engagement/ social mobilization/ participatory planning, or local governance. Experience in projects financed by ADB and/or other multilateral agencies/funded project will add benefits.

### **Key Tasks:**

- i. Lead community participation, stakeholder engagement, and social mobilization activities under the project;
- ii. Prepare and implement community participation and engagement strategies for project municipalities;
- iii. Support municipalities in conducting community consultations, public awareness campaigns, focus group discussions, and participatory planning activities;
- iv. Facilitate coordination and communication between municipalities, communities, local organizations, user groups, and other stakeholders;
- v. Support implementation of socio-economic development programs, livelihood enhancement activities, and community-based tourism initiatives;
- vi. Coordinate with GESI Specialists to ensure inclusion of women, poor, vulnerable, and marginalized groups in project activities and decision-making processes;
- vii. Assist municipalities in strengthening participatory governance, citizen engagement, accountability, and community feedback mechanisms;
- viii. Design and conduct training, orientation, and capacity-building programs related to community development, participation, and social inclusion;
- ix. Support implementation and monitoring of awareness programs related to sanitation, heritage conservation, environmental management, and municipal service delivery;
- x. Monitor and document community participation activities, stakeholder feedback, social impacts, and lessons learned;
- xi. Coordinate with PCO, PIUs, municipalities, PMCDC, DSC/SDC consultants, and other relevant stakeholders on community development and participation activities;
- xii. Perform any other related tasks necessary for effective implementation of community participation and social development activities under the assignment; and
- xiii. Support and coordinate with the team including team leader in completion of overall assignment as per TOR.

## **6. Senior Geographic Information system experts**

### **Qualification:**

The expert should have a master's degree in GIS/ remote sensing or relevant fields and possess preferably with 10 years of working experience in the application of GIS technologies, particularly in the urban sector. The expert should have demonstrated



experience in: developing urban base maps and municipal GIS database systems/ designing and implementing GIS-based house numbering/addressing systems/ designing, developing, and managing GIS databases for urban planning and management/ Digital base mapping, urban mapping, municipal GIS, hazard and vulnerability mapping, land-use mapping, cadastral mapping, and poverty assessment and mapping.

### Key Tasks:

- i. Assess the existing capacity of municipal staff and review the current urban mapping, GIS, and information management systems.
- ii. Support the institutionalization of a GIS-based Municipal Information System (MIS) by identifying appropriate improvement methodologies and assessing hardware, software, data, and capacity requirements.
- iii. Review existing spatial datasets and identify data gaps, including missing features related to administrative boundaries, topographic features, cadastral information, infrastructure networks, public facilities, buildings, and other municipal assets.
- iv. Plan and conduct field verification and ground-truthing surveys to validate and update spatial and attribute data.
- v. Design, develop, and operationalize a cadastral information system, ensuring integration with municipal GIS databases and relevant land administration records.
- vi. Develop and implement a comprehensive street and property addressing system, including road hierarchy classification, street naming, and house/property numbering in accordance with established addressing standards.
- vii. Support in capacity enhancement of municipalities for long-term sustainability, maintenance, and continuous updating of the municipal GIS and addressing system through orientation programs, preparation in manuals and user guidelines, etc.
- viii. Perform any other related tasks necessary for the successful development, implementation, and institutionalization of the GIS-based Municipal Information System and House Addressing System.
- ix. Support and coordinate with the team including team leader in completion of overall assignment as per TOR.

### 6.3 Non-key experts

Evaluation will not be done for non-key experts but consultant shall submit brief resume of proposed non-key experts to assure availability. Key task and minimum qualification of non-key staffs is given below.

| Sn | Position                            | Minimum Qualification and Experience                                                                                                                                                                                                                                                       | Key Tasks                                                                                                                                                                                                                                                 |
|----|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Environmental management specialist | Master's degree in environmental engineering/ environmental science/ natural resource management, or related fields and should possess at least 5 years of professional experience in environmental assessment/ environmental monitoring/ environmental safeguards or related assignments. | The expert shall support environmental monitoring, environmental awareness activities, environmental safeguard compliance, and monitoring of EMP compliance, preparation/review of environmental reports etc. Support in training activities as required. |
| 2  | Geographic Information              | Master's degree in GIS, remote sensing or relevant fields and should                                                                                                                                                                                                                       | The expert shall support data collection, analysis, house &                                                                                                                                                                                               |



|   |                                                                                          |                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                             |
|---|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   | system experts                                                                           | possess at least 5 years of working experience in the application of GIS technologies including mapping                                                                                                                                                                                          | street numbering based on GIS. Support in municipality capacity enhancing activities. Support in delivery of overall activities as per TOR as per requirement.                                                                                                                                                              |
| 3 | Monitoring and Evaluation expert                                                         | Master's degree in management, statistics/economics/development studies/ monitoring and evaluation, or related fields and should possess at least 5 years of professional experience in project monitoring, evaluation, reporting, database management, and results monitoring or similar field. | The expert shall support preparation of monitoring frameworks, progress reporting, data analysis, performance monitoring, and documentation of project achievements. S/he shall support TL to prepare monthly/quarterly/monthly progress reports. Support in delivery of overall activities as per TOR as per requirement.  |
| 4 | Municipal engineers (2 for WUC, 1 for Janakpur and 1 for Pokhara)- 4 Positions           | Bachelor's degree in civil engineering or architecture and should possess at least 5 years of experience in infrastructure planning, design, supervision.                                                                                                                                        | The engineers shall support municipalities in implementation of socio-economic infrastructure activities, O&M planning, asset management, technical coordination, and field supervision, support community to prepare bill and payment processing. Support in delivery of overall activities as per TOR as per requirement. |
| 5 | Municipal finance specialist (2 for WUC, 1 for Janakpur and 1 for Pokhara) - 4 Positions | Bachelor's degree in finance/accounting/business administration/management/economics, or related fields and should possess at least 5 years of experience in municipal finance/ taxation/ budgeting, accounting/revenue administration, or related assignments.                                  | The experts shall support implementation of RIAP, CFMIP, tax management systems, revenue enhancement activities, financial reporting, and financial training programs. Support in delivery of overall activities as per TOR as per requirement.                                                                             |
| 6 | GESI specialist (2 for WUC, 1 for Janakpur and 1 for Pokhara)- 4 Positions               | Master's degree in gender studies/ sociology/urban or rural development/ social development studies, or related fields, preferably master's degree and should possess at least 5 years of experience in GESI mainstreaming/ social inclusion/ community development or related assignments.      | The experts shall support implementation of GESI Action Plan, community participation activities, consultations, awareness campaigns, training programs, social monitoring, and reporting. Support in delivery of overall activities as per TOR as per requirement.                                                         |
| 7 | Social Mobilisers (2 for WUC, 1 for Janakpur and 1                                       | Diploma in sociology/ public administration, social science or related field with at least 5 years of experience in community awareness                                                                                                                                                          | The consultant shall support in data collection, community awareness & socio-economic development activities, GIS                                                                                                                                                                                                           |



|   |                                                                                  |                                                                                                                                                                                                  |                                                                                                                                                                   |
|---|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   | for Pokhara)- 4 Positions                                                        | or social development.                                                                                                                                                                           | based house numbering, trainings, as well as delivery of overall activities as per TOR as per requirement.                                                        |
| 8 | Surveyor/ enumerators (2 for WUC, 1 for Janakpur and 1 for Pokhara)- 4 Positions | Diploma in Geomatics Engineering/ Survey Engineering / Civil Engineering or related field, having knowledge of GIS and AutoCAD; with at least 5 years of experience in survey/ GIS mapping/ etc. | The consultant shall support in data collection, field survey, GIS based house numbering as well as delivery of overall activities as per TOR as per requirement. |

## 7. ASSIGNMENT DURATION

The duration of the service will be 24 months, and shall be effective from date of mobilization. It is expected that all the assignments will be accomplished within this time.

The consultant needs to submit detailed revised work plan with manning schedule in the inception report.

## 8. PAYMENT

The payment to the consultant shall be made in combination of Lump sum basis (Output based) and Item rate basis. The amount under Provisional Sum will be reimbursed only after the submission of required documents along with invoice.

The remuneration for key, non-key and support staff including out of pocket expenses categorized under Lump sum-based payment in Financial Proposal shall be paid on lump sum basis. The milestone for Lump sum based (out-put based) payment will be given in Request for Proposal (RFP).

Evidence of payments to the concerned experts/staffs for the outputs or deliverables along with written declaration by each individual experts declaring that s/he is not involved in any other projects/organization during the claimed period/days/time shall be submitted along with each current milestone invoice claiming payment.

In addition, Item rate-based payment shall be made upon submission of invoices along with supporting document (attendance sheets, certification of conducted trainings from either PCO/PIU/DUDBC's concerned offices, etc.) after implementation of activities mentioned under the heading of Item based payment in Financial Proposal. In case of trainings, if numbers of participants are less than estimated numbers, payment shall be reduced proportionately; but no additional payment shall be made for additional participants.

## 9. CLIENT'S INPUT, COUNTERPART PERSONNEL AND CONSULTANT'S WORK MANAGEMENT

The client is PCO who will act as a facilitator and coordinator among the relevant stakeholders. Upon mobilization, PCO will provide the consultant with access to all available data, existing systems and manuals, project website, information, maps, reports and documents relevant to



the consulting services and a counterpart liaison officer as needed. The consultant will work in close coordination with municipalities and will submit monthly progress reports, providing a summary of ongoing activities, challenges encountered, mitigation measures, and key milestones achieved in concerned municipalities as well. These reports will serve as a basis for continuous monitoring and adaptive decision-making.

Overall client's input & work management will be as below:

### **9.1 Working Arrangement:**

Consultant main office (head office for this assignment) will be established in WUC, preferably in Siddharthanagar municipality. The PCO will administer the entire assignment and consultant's team leader (or authorized representative if consultant appoints in its expenditure) needs to be in regular coordination with PCO. For this purpose, team leader and the other experts need to regular visit to Kathmandu and other project municipalities upon approval of PCO.

### **9.2 Office Space:**

The consultant should manage a consultant's main office (in own or on rent) in WUC municipality, preferable in Siddharthanagar. Experts based on WUC will work from this office with frequent travel to the program municipalities and construction sites as per requirements. The consultant needs to establish a small field office in Pokhara and Janakpur municipality and experts based on Pokhara and Janakpur will work from this office. Consultant is also responsible for supply of all office furniture and furnishing, required materials, maintenance etc. required for smooth the operation.

### **9.3 Equipment, vehicles and materials:**

Consultant may hire/rent office utilities/equipment like computers, printers, photocopiers, scanners, cameras, etc. required for all the experts/staffs in all three offices. Consultant may hire/rent 4 no. 4 wheeler vehicles for TL and DTL; and procure 4 Motorbike/scooter for municipal engineer from provisional sum; return 4 Motorbike/scooter (in operating condition) to PCO after completion of ISPCPC service. The cost for hiring/renting and operation including regular maintenance, fuel, insurance, etc. for equipment and vehicles shall be quoted under the heading of Out-of-Pocket Expenses. If consultant fails to quote such cost, it should be managed by consultant itself in own cost and no additional payment for equipment and vehicle will be made. The consultant will manage stationery, communication, reporting, and all other office operating cost and shall quote amount for such items under the heading of Out-of-Pocket Expenses.

### **9.4 Training:**

To conduct training as mentioned in scope work, consultant may need various experts/resource persons in the field of GESI, Environment, Finance, Tourism, Traditional Art and Heritages conservation, O & M, Urban Governance, and Assets Management etc. The consultant shall make a payment to such experts/resource persons from the amount quoted in concerned training headings. Similarly, consultant needs to provide training materials, accommodation, fooding, refreshment, tea/coffee, travel expenses, allowance to participants (as mentioned in para. 3.11, ii) and resource persons, venue rent, equipment etc. in whole required for conduction and completion of all the training programs. So, consultant needs to detail out such cost before preparing Financial Proposal and shall quote such cost in the Financial Proposal under Item Rate basis of payment for each training.





### **9.5 Supporting Staffs:**

The consultant during the execution of service may need service of computer operator, office manager/accountant, office assistance and cost of such support staffs should be quoted under the heading of Out-of-Pocket Expenses.