REQUEST FOR EXPRESSION OF INTEREST

CONSULTING SERVICES for PUNJAB AFFORDABLE HOUSING PROGRAM (PAHP)

Hiring of Individual Consultant for Institutional Analysis

of

Punjab Housing and Town Planning Agency (PHATA)

1. The Government of Punjab has received a loan (Project ID P173663) from the International Development Association (IDA) for funding the Punjab Affordable Housing Program (PAHP). The Program is being implemented by The Urban Unit and Punjab Housing and Town Planning Agency (PHATA) with Housing and Urban Development Department bearing the overall responsibility of the program. The Program Management and Implementation Unit (PMIU) of the World Bank-funded Punjab Affordable Housing Program (PAHP) intends to hire the Services of an individual consultant to carry out the Institutional Analysis of Punjab Housing and Town Planning Agency (PHATA).

2. The main objectives of the assignment are:

i. Conduct a detailed institutional mapping and analysis of PHATA in light of its ordinance, to improve and realign its structure, capacities, and resources with its core future responsibilities.
ii. Assess PHATA's institutional framework and governance structure, vision and strategies, human resources and operational procedures, budget planning and execution, performance monitoring and evaluation, among others.
iii. Evaluate PHATA (in the Real Estate sector) as developer**,** operator and manager**.**
iv. Identify needs and areas for improvement.
v. Develop a Capacity Development Strategy and Action Plan with short-term, medium-term to long-term activities.

The detailed Terms of Reference (TORs) for the assignment can be downloaded from the website **https://urbanunit.gov.pk/pahp or** **https://phata.punjab.gov.pk/phata_ads** or can be obtained at the address given below.

3. The expected Qualifications and Skill Requirements for eligibility to the Services are:

i. Masters' or higher degree in HRM, Organizational Development, Public Policy/Administration, Management Sciences, or a relevant discipline.

ii. A minimum of 12 years of post-qualification work experience in matters related to institutional reforms, human resource management, organizational restructuring/reform, capacity building, etc.

iii. Out of total, a minimum 06 years of work experience in similar services, and completed similar programs/projects of this scale and complexity, particularly related to public housing, urban planning, and urban reforms/restructuring.

iv. Past experience of working in development sector, with public sector organization, and with international donor organizations is desirable, and international experience in institutional capacity development and assessment shall be preferred.

v. Knowledge of best practices, laws and policies related with institutional restructuring/reforms and HR development, urban town planning, housing and urban development is essential for this position.

vi. Excellent communication skills in English Language (written and oral) and strong inter-personal skills would be considered an advantage.

vii. Ability to work effectively under pressure and meet tight deadlines.

viii. Advance Computer Skills (Microsoft Word, Excel, PowerPoint).

ix. The selection of the individual consultant shall be on the basis of qualification, experience, methodology, and work plan.

x. The prospective consultants shall submit the following documents.

   a. Methodology for carrying out the assignment [Minimum 3000 words]
   b. Work Plan [Minimum 1000 words]

3. The PMIU – PAHP invites eligible Consultants to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications, skills and relevant experience to perform the Services.

4. The attention of interested Consultants is drawn towards the fact that procurement of Services will be completed following the Individual Consultant Selection method following open international market approach in accordance with "Procurement Regulations for IPF Borrowers" July 2016 (revised 2020).

5. Further information can be obtained at the address / email address given below during office hours (9:00 am to 5:00 pm) on all working days.

6. Expressions of interest must be delivered in a written form to the address below or through email given below on or before January 22, 2024 by 1100 PST, which will be opened on the same day at 1130 PST.

Program Director
Program Management and Implementation Unit (PMIU)
608 - Shaheen Complex, Egerton Road, Lahore
Ph: +92-42-99205316-22 Ext: 225 Fax: +92-42-99205323
www.urbanunit.gov.pk/pahp Email Address:
pmiu.pahp@outlook.com

Evaluation Criteria

Evaluation of Consultants will be based on the criteria given below:

Sr. No.	Description	Scoring (Maximum)
1	**Qualifications:** • Masters' or higher degree in HRM, Organizational Development, Public Policy/Administration, Management Sciences, or a relevant discipline.	20
2	**Experience of conducting similar assignments** • Minimum of 12 years of post-qualification work experience in matters related to institutional reforms, human resource management, organizational restructuring, capacity building, etc. • Out of total, a minimum 06 years of work experience in similar services and completed similar programs/projects of this scale and complexity, particularly related to public housing, urban planning, and urban reforms/restructuring. • Past experience of working in development sector, with public sector organizations, and with international donor organizations is desirable and international experience in institutional capacity development and assessment shall be preferred.	25 15 10
3	**Adequacy and quality of the proposed methodology and work plan in responding to the Terms of Reference (TORs)** • Proposed Methodology • Proposed Work Plan	20 10
	Total	**100**

INDIVIDUAL CONSULTANT

Institutional Analysis of PHATA

Terms Of Reference

Project ID	P173663 (World Bank Funded)
Project Title	Punjab Affordable Housing Program (PAHP)
Executing Agency	Punjab Housing and Town Planning Agency (PHATA), and The Urban Unit, Government of Punjab (GoPb)
Package	Individual Consultant
Expertise	**Institutional Specialist**
Source	International

Overview

PAHP is being financed through Program for Results (PforR) and Investment Project Financing (IPF) instruments of the World Bank, designed to enhance the quantity and quality of affordable housing supply in Punjab. The IPF will finance the technical assistance activities to help ensure the success of the larger PforR window which will finance infrastructure provision on affordable housing schemes developed by the private sector under the APHS and JV Rules as well as low-cost public housing investments. Using a combination of infrastructure incentives for private housing schemes to promote development of affordable housing units and construction of sustainably designed and more affordable housing units by the public sector, PAHP aims to increase the supply of housing to the lower quintiles of the population. PAHP will thus play a critical role in achieving GoPb's goal of increasing the supply of affordable housing, through PHATA acting as the focal agency for delivering affordable housing in Punjab with technical support from the Urban Unit. A dedicated and professionally staffed Program Management and Implementation Unit (PMIU) has been established for PAHP.

PHATA was set up in 2004, with the objective of rejuvenating the housing sector in general and providing shelter to the shelter-less low-income groups in particular. Prior to it, Housing and Physical Planning (H&PP) was established under the administrative control of Housing & Physical Planning Department in 1973. It was devolved (under PLGO 2001) with Directorate General and 34 nucleus offices (DO H&TP) to the district level. H&PP Punjab was revamped as "*Punjab Housing and Town Planning Agency*" (under the PHATA Ordinance 2002). The Housing, Urban Development, and Public Health Engineering Department (HUD&PHED) is the parent department of PHATA. The vision of HUD&PHED includes harnessing the inherent potential of cities in order to make them the engines of economic growth in line with the vision of Government of the Punjab, and provision of low-cost housing, water supply, and sanitation coverage across the province, particularly focusing on Brackish and Barani areas.

Since its establishment, PHATA has mainly been undertaking sites and services schemes on land parcels in its possession. These schemes have largely benefitted middle-income groups or investors, who buy plots as an investment to be held and sold later at a premium. The lower-income population segments have remained unserved by both the public and private sectors and continue to live in overcrowded conditions in informal settlements and/or sub-standard constructions.

PHATA thus needs to fundamentally reorient itself and implement schemes in line with its mandate under the PHATA Ordinance and in response to the needs of the housing market. There is thus a need to review PHATA's current institutional structure, staffing, strengths, processes, and procedures, and analyze how it needs to be restructured for future requirements. These would include PHATA predominantly acquiring the role of an enabler and facilitator for private sector capital mobilization in affordable housing, and a developer of basic core housing on public land for population segments that will not be able to afford even the least expensive units delivered by the market.

The PAHP PMIU intends to hire a Consultant who will undertake PHATA's detailed institutional analysis in light of its future role, and develop recommendations for its organizational restructuring and needed critical skills. The Consultant will review PHATA's existing staff skills, identify those that will require customized training and hands-on capacity building measures for enhancement, and others that will need to be hired from the market. S/he will also analyze PHATA's technical, procurement, financial management, environment & social management capacities, systems, processes and procedures, keeping in view the future housing sector needs of the province.

The selection of the individual consultant shall be carried out in accordance with the individual consultant selection method stipulated in World Bank's "Procurement Regulations for IPF Borrowers, November 2020".

Objectives

The objectives of this consultancy are as follows:

- Conduct a detailed institutional mapping and analysis of PHATA in light of its ordinance, to improve and realign its structure, capacities, and resources with its core future responsibilities.
- Assess PHATA's institutional framework and governance structure, vision and strategies, human resources and operational procedures, budget planning and execution, performance monitoring and evaluation, among others.
- Evaluate PHATA (in the Real Estate sector) as developer**,** operator and manager**.**
- Identify needs and areas for improvement.
- Develop a Capacity Development Strategy and Action Plan with short-term, medium-term to long-term activities.

Scope of Work

The Consultant shall be responsible for undertaking the following tasks:

1. Institutional Capacity Analysis

- Undertake a literature review of the available legal framework and documentation including but not limited to *The Punjab Housing And Town Planning Agency Ordinance* (2002), *PHATA Building And Zoning Regulations* (2008), *PHATA Building And Zoning Regulations* (2020), *The Management and Transfer of Properties by Development Authorities Act* (2014), *PHATA Land Use Rules* (2017), *The Land Acquisition Act* (1894), *PHATA Affordable Private Housing Scheme Rules* (2020), *PHATA Joint Venture Rules* (2020), *Punjab Affordable Housing Program documentation*, along with any other relevant plans, policies, frameworks, notifications/reports or documents, available online resources including PHATA website to comprehend their mandate, organizational structure, responsibilities, ethos, functions, staffing, formal policies and processes etc.
- Propose a suitable strategic re-positioning and well-defined organizational re-structuring for PHATA in view of its future role and functional responsibilities, with robust standard operating procedures, practices, and performance management (KPIs) mechanism.
- Conduct a detailed review of the existing HR skill sets and experience in PHATA HQ, regional, and sub-regional offices.
- Recommend an appropriate organizational structure and a transition plan per international best practices. The structure may cover institutional organogram, governance and management structures, staffing and required skill sets.
- Propose improvements in existing systems and procedures and/or new systems/procedures (with a clear outline of the proposed changes or the new systems) to make PHATA and its regional/sub-regional offices more efficient and effective in performing their mandated functions.
- Map out the current strengths and gaps in staff capacities, conduct a change readiness assessment, and develop customized individual and group coaching and mentoring approaches.
- Conduct consultations with the relevant stakeholders to systematically assess the capacity gaps and identify interventions required, to enable PHATA staff to effectively discharge their respective responsibilities, and obligations.
- Review ongoing and planned development and other programs being funded by the Government and/or donors, for strengthening PHATA, and identify any overlapping/duplication.
- Any other activity/task, as and when required, by the Program Director (PD), PAHP.

2. Training Needs Assessment (TNA)

- Collect quantitative and qualitative information from the key staff at all levels using different tools like key informants' interviews (KII), focus group discussions (FGD), etc.
- Develop a customized change management coaching and mentoring program for the managerial and operational staff (PHATA HQ, regional and sub-regional offices) to optimize the existing expertise and knowledge, as well as develop additional relevant competencies in requisite areas like coordination with stakeholders, on-ground support, on-site and off-site monitoring, approvals, scrutiny of eligible private sector schemes.
- Develop detailed TNA work plan and tools.

- Develop a TNA report that will feed into the capacity enhancement plan.

3. Capacity Enhancement Plan

- Based on the Tasks 1 and 2 mentioned above, identify capacity gaps in order to develop a Capacity Development Strategy and Action Plan for PHATA with short-, medium- and long-term activities. The plan should put forward a proposed program of staff training (including a list of modules and contents) and service providers' support.

Expected Qualifications and Skill Requirements

- A Masters' or higher degree in HRM, Organizational Development, Public Policy/Administration, Management Sciences, or a relevant discipline.
- A minimum of 12 years of post-qualification work experience in matters related to institutional reforms, human resource management, organizational restructuring, capacity building, etc.
- Out of total, a minimum 06 years of work experience in similar services and completed similar programs/projects of this scale and complexity, particularly related to public housing, urban planning, and urban reforms/restructuring.
- Past experience of working in development sector and with international donor organizations is desirable and international experience in institutional capacity development and assessment shall be preferred.
- Knowledge of best practices, laws and policies related with institutional reforms and HR development, town planning, housing and urban development is essential for this position.
- Excellent communication skills in English Language (written and oral) and strong inter-personal skills would be considered an advantage.
- Ability to work effectively under pressure and meet tight deadlines.
- Advance Computer Skills (Microsoft Word, Excel, PowerPoint).
- **The selection of the individual consultant shall be on the basis of qualification, experience, methodology, and work plan.**
- **The prospective consultants shall submit the following documents.**

  a) Proposed Methodology for carrying out the assignment [Minimum 3000 words]
  b) Detailed Work Plan [Minimum 1000 words]

Deliverables

- **Inception Report/Work Plan:** The Consultant will prepare a comprehensive Inception Report containing a comprehensive approach, methodology, and work plan for the timely completion of assignment with detailed work plans and analysis tools along with detailed activities (For Task 1, 2 and 3 above), list of deliverables and the timelines under the agreed and approved scope of work for the consultancy assignment. This report shall be submitted after **one (01) month** of signing the contract to PMIU (to be approved by WB).

- **Interim Report:** Interim report acceptable to the HUD&PHED/WB, comprising of draft institutional analysis, presentations, consultations, revised institutional analysis, draft training needs assessment and draft capacity enhancement plan, related to Tasks 1, 2 and 3, to be submitted after **four and a half (4.5) months** of signing of the contract.

Sr. No.	Interim Phase	Sub-Task	Timeline
1	Deliverable 1	Draft Institutional Analysis (Preliminary Assessment)	45 Days
2	Deliverable 2	Presentation/Validation Workshop, Consultations with key government officials and Revised Institutional Analysis	30 Days
3	Deliverable 3	Draft Training Needs Assessment and Capacity Enhancement Plan	30 Days

- **Final Report**: Final Report incorporating all inputs from consultations, validations and discussions, acceptable to the HUD&PHED/WB and to be submitted before **six (6.0) months** of signing of the contract; should comprise of the following:
  a. Organizational Capacity Analysis
  b. Training Needs Assessment
  c. Capacity Development Strategy and Action Plan for PHATA

Any other report/deliverable as per the requirements of the consultancy assignment. The Consultant will submit the key reports/deliverables to PMIU as per the agreed tasks, activities, and timelines. The WB and HUD&PHED will review and approve the respective reports/deliverables, and the Consultant will be paid accordingly.

Period of Contract

The assignment will be completed within **six (6.0) months**, upon signing of the contract between the PMIU (Client) and the Consultant.

Institutional Arrangements /Reporting Requirements

Under the supervision of PD, the Consultant will support PMIU for **six (6.0) months** from the signing of the contract till the completion of the subject consultancy assignment. The consultant will work closely with PHATA, HUD&PHED, and other relevant individual consultants and consulting firms as per the requirements of the consulting assignment. He/she will report to PD, PMIU (a*ny other official(s) designated by PD*) for all his/her tasks and responsibilities as per the agreed scope of work. However, HUD&PHED's concerned staff members and WB team will jointly provide the technical oversight. Management and support on contractual and administrative matters rests with procurement and admin team of PMIU.

The consultant will render services from HUD&PHED, PHATA HQ/Regional/Sub-Regional/DHCs Offices, visits to the relevant government organizations to meet the key stakeholders, and making field visits to the

target districts. The Consultant is expected to set up conducive working environment with good and stable access to internet, personal computer/laptop, and other IT equipment, as feasible.

Client Responsibility

The Client will nominate a focal person/s for the coordination / facilitation purposes. The Client will provide relevant documents to the consultant and will facilitate meetings with relevant stakeholders. Travelling, boarding / lodging for field visits will be managed by Client. No personal expenses will be reimbursed. The Consultant will be responsible for payment of all applicable taxes and duties, and the Client will not bear any such liability.

Type of Contract

Lumpsum Contract

Payment Schedule

The 'Consultant' Contract will be made for the lump-sum amount on submission of deliverables as indicated below. All other costs would be considered included in the lump-sum costs.

Sr.	**Benchmark**	**Payment**
1	Approval of Inception report	15%
2	Approval of Interim report: Deliverable 1 Deliverable 2 and 3	 30% 30%
3	Approval of Final report	25%

Selection Process

Procurement will be completed following the Individual Consultant Selection method following open international market approach in accordance with World Bank's Procurement Regulations for IPF Borrowers.

Field Visits

Field visits shall be conducted by the Consultant to PHATA HQ, Regional and Sub-Regional Offices, District Housing Committees (DHCs), and Housing Schemes (*to observe livability, construction quality, maintenance & operations etc.*), including site visits in the north and south regions, to equally cover/encompass all PHATA regions/sub-regions and DHCs.

PHATA	**Number of Field Visit**
HQ	Multiple
Region	2

Sub-Region	6
District Housing Committees (DHCs)	2
Schemes	5 (established in 70s/80s/90s/2000s)*
Total	15 + visits to HQ

**to observe livability, construction quality, maintenance & operations etc.*

Questionnaires:

- Sample Questionnaires to be developed and shared by the Consultant (*prior to signing of contract).*
- At least 03 Questionnaires to be filled-up for each region, sub-region, DHCs, and 05 for HQ.
- Conduct minimum 35 interviews for the assignment covering different Tiers (grades, designations, levels) starting from lower to executive ranks. The interview exercise must reveal qualitative results through data analysis along with the rationale used for each questionnaire, illustrate key findings, and present recommendations. Interviews shall be summarized as an Annex of the main Report.

Summary Schedule and Places of Assignment

City and Country	Duration	Estimated Start Date	Estimated End Date
Lahore (Punjab), Pakistan PMIU/PHATA offices, or field visits (as required)	**6.0 months**	March 2024	September 2024