



Institutional Strengthening of Gram Panchayats (ISGP) Project
Panchayats & Rural Development Department
Government of West Bengal

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Institutional Strengthening of Gram Panchayats (ISGP) Project

Credit No. (4758-IN)

**Hiring of Consultancy Services for System Development related to and
Augmentation of Revenue Mobilization by GPs**

[Package No. WB/ISGP/C/017(R-6)]

Call for Expression of Interest

The Panchayats and Rural Development Department, Govt. of West Bengal, has received a credit equivalent to US\$ 200 million from the International Development Association (IDA) towards the cost of the Institutional Strengthening of Gram Panchayats Project (ISGPP) in West Bengal, and it intends to apply part of the proceeds of this credit to payments under the contract for **"Hiring of Consultancy Services for System Development related to and Augmentation of Revenue Mobilization by GPs"**.

The ISGP Project now invites eligible Consulting firms to indicate their interest in providing the Consultancy Services. The assignment is for conducting the study is to evaluate the existing process of OSR mobilisation, by studying the existing legal framework empowering Gram Panchayats within their authorised powers to improve and or recommend additional avenues for revenue generation to help facilitate the GPs to enhance their public service initiatives desired by the community in addition to those under various government schemes.. The study will critically evaluate existing practice for collection of OSR in order to identify gaps between policy and practice through interactions with key stakeholders i.e. Gram Panchayat elected representatives, Gram Panchayat employees, common people and reviewing relevant records and financial reports.

1. The consultant is expected to:
 - a. Review of relevant laws, policies, rules and regulations related to various revenue source and make recommendations for changes in policies, if any, required to support revenue reforms

- b. Study of the existing institutional setup and revenue administration systems and procedures followed by the GPs in application of the same and the success rates.
 - c. Assessment of revenue collection from various sources and their buoyancy
 - d. Review the implementation plan for collection of tax arrears and suggest plan for further improvement
 - e. Undertake revenue gap analysis considering the existing and potential revenue sources
 - f. Review of tax rates on land, building, house, shops, and stalls and suggest changes, if any
 - g. Assess efficiency of tax and non-tax collections and suggest measures for improving compliance and expanding the collection net
 - h. improvements to be made on the existing practices for collection of non-tax revenues to increase their overall collection
 - i. new possible avenues for introducing both tax and non-tax revenues to boost OSR resources of GPs;
 - j. Make broad and directional recommendations on the key areas of improvement needed for bringing about systemic changes to augment OSR generation.
 - k. Review the existing capacity – personnel, information needs, skill-sets - of the Gram Panchayats for OSR mobilization and recommend specific capacity building measures.
 - l. Preparation of template and revenue mobilization plans for the 36 sample GPs with implementation road map for the other GPs to emulate and follow the principles in developing similar revenue improvement plans.
 - m. Formulate mechanism and schedule for digitization of records and identification of infrastructure and resource requirement for the same to institutionalisation;
 - n. Any other pertinent activities / initiatives that could augment tax / non-tax revenue
 - o. a review of the accounting issues with respect to revenues, including classification, collection and demand, controls over fund receipts and deposit into bank etc. \
 - p. Identify good practices if any.
2. The findings of the study would need to be synthesised to provide specific recommendation on policy reforms that needs to be considered to reinforce systemic change to facilitate increased collection of OSR.
 3. Interested consultants must provide detailed information indicating that they are qualified to perform the Services [brochures, description of similar assignments as described above in 1, availability of appropriate skills among staff, etc.
 4. The Consultant firm will be selected in accordance with the CQS (Selection Based on the Consultants' Qualifications) procedure set out in the World Bank's *Guidelines: Selection and Employment of Consultants by Bank Borrower, January 2011* available at www.worldbank.org/procure.
 5. Interested Consultant firms may obtain further information at the address given below from 10.30 –17.00 hours from Monday to Friday.

6. Expression of Interest (along with detailed information indicating qualification to perform the Services) super scribed "**Hiring of Consultancy Services for System Development related to and Augmentation of Revenue Mobilization by GPs**" must reach the following address not later than **07th July 2014 (17.00 hrs.)**.

**Project Manager, ISGP Project and
Joint Secretary to the Government of West Bengal
Panchayats & Rural Development Department,
Millennium City IT Park, Tower - II, 3rd Floor (Unit D), DN - 62, Sector – V,
Salt Lake City, Kolkata-700 091**

7. The Eols are to be submitted in Hard copy only.

Sd/-

**Project Manager, ISGP Project and
Joint Secretary to the Government of West Bengal
Panchayats & Rural Development Department**