

Tel: (+232-76-672-186)
Email: pfmu2018@gmail.com

Project Fiduciary Management Unit –
PFMU
13 Howe Street
Freetown
Sierra Leone



GOVERNMENT OF SIERRA LEONE

REQUEST FOR EXPRESSIONS OF INTEREST (CONSULTING SERVICES – INDIVIDUAL SELECTION)

Sierra Leone
Resilient Urban Sierra Leone Project (RUSLP)
Grant No.: D8420-SL
Project Id: P168608
Issue date: 30th November, 2023

Assignment Title: Hiring of consulting services to develop a Council-specific "Revenue Mobilization Strategy (2024 - 2028)" for improving the collection of local revenues in four secondary cities in Kenema City, Koidu New Sembehun, Makeni and Bo City

Reference No.: SL-MOFED-393005-CS-INDV

In June 2021, the World Bank approved a \$56.7 million grant from the International Development Association (IDA) and the Global Environment Facility (GEF) for the Resilient Urban Sierra Leone Project (RUSLP). The project will improve integrated urban management, service delivery, and disaster risk management in the Western Area and selected district capitals across the country. It will help address the needs of the capital Freetown as the economic hub of Sierra Leone, while catering to the unique opportunities and challenges in the district capitals: Bo, Makeni, Kenema, Koidu, Port Loko and Bonthe.

Component 1 of the RUSLP aims to improve institutional capacity for integrated urban management. Specifically, subcomponent 1b aims to increase own-source revenue by supporting the upgrade of the cadastral system in the six secondary cities and WARDC. This subcomponent is aligned to Outcome Indicator 1: Increased municipal own source revenue. Consequently, the RUSLP is providing direct financing support to institutional capacity building on fiscal decentralization with special emphasis on revenue assignments. The funds will be used, over the five-year implementation period of the project to finance FDD's routine work in backstopping the effort of the local councils in enhancing revenue mobilization and improving financial management

The consulting services ("the Services") aims to provide "consulting Services to develop a Council-specific "Revenue Mobilization Strategy (2024 - 2028)" for improving the

collection of local revenues in four secondary cities in Kenema City, Koidu New Sembehun, Makeni and Bo City.

OBJECTIVES OF THE ASSIGNMENT

Rationale and Objectives of the Assignment

The objective of this assignment is to develop a guiding document for use by four of the RUSLP beneficiary secondary city councils for the administration of local taxes and other own-source revenues. The consultant is to develop council-specific strategies, through a participatory and consultative process, that, when implemented, will enhance the fiscal space of local councils to deliver on their core mandate. The strategies should be realistic, fair and cost-effective to implement. It is anticipated that the resulting increase in revenue, and concomitant increase in local discretionary expenditure, over the pursuing years should lead to an expansion of access and improvement of the quality of local services provided by the councils. The council-specific revenue mobilization strategies will be anchored on the “Guide to District Councils Administration of Own Source Revenue” developed under the AG4BSD Project.

SCOPE OF WORK

Scope of Assignment

The consultant will be required to develop council-specific local revenue mobilization strategies for the four RUSLP beneficiary local councils. The choice of the four councils is predicated on their challenges due especially to rapid urbanization and their relatively low capacity to mobilize local revenues hence overdependence on intergovernmental fiscal transfers to finance service delivery and the less predictable central government development grants for the financing of desperately needed basic public infrastructures like roads maintenance, schools, health facilities, markets etc.

The consultant is expected to travel to all four cities to interact with and interview the relevant local council’s officials and other key stakeholders, and collect relevant data required for the assignment. The consultant will deliver four council-specific strategy documents for the four beneficiary local councils and train the relevant council staff on the use of the document.

Specific Tasks

The consultant will be required to undertake the following tasks:

- (i) Analyse the historical trends of actual revenue collected from each revenue stream;
- (ii) Identify the external challenges and constraints/barriers faced by the local council in maximizing revenue collection;
- (iii) The Desk Review should include referencing and benchmarking regional and global trends and experiences in local revenue mobilization in comparable economies and jurisdiction.

- (iv) Use the findings from the Chiefdom Finance Study and other credible sources to clearly outline the potential of the own-source revenues of the local council, analyzing the potential of the revenue sources and proposing clear strategies for collecting revenue from each source;
- (v) Review the institutional framework of each revenue source, viz-a-vis the LC, chiefdoms and other authorities, and propose suitable mechanisms for better institutional arrangements that encourage and, where necessary, rewards collaboration in revenue collection
- (vi) Identify capacity gaps (including staffing, in terms of numbers and training, existing and projected etc) within the local council itself that are hindering efficient and maximum revenue collection within the LC and recommend actions to address them
- (vii) Prepare four council-specific strategies for Kenema, Koidu, Makeni, and Bo city councils to guide them in improving tax administration and practices to increase local revenues.
- (viii) Identify opportunities for local councils to increase their revenue sources including sources not devolved to them in the LGA but collection could be delegated to them.
- (ix) Develop an implementation plan for the strategy, as an Annex to the strategy, categorizing the needed interventions into short (quick-fixes), medium, and long-term strategies. This should clearly indicate financing needs, administrative responsibility for implementation.
- (x) Present the draft strategy in a validation workshop that will include all relevant stakeholders to be organized by the FDD in each local council and train the relevant staff of the four beneficiary local councils on the use of the revenue mobilization strategies.

The Project now invites eligible Individuals (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

The minimum qualifications for the Consultant for this assignment are:

Required Qualifications and Skills:

Qualification of Key Experts

- The consultant should have at least a post-graduate degree in Economics, Public Finance, Public Policy or other related fields in the realm of social sciences.
- Understanding Sierra Leone’s PFM System will be an added advantage
- S/he must have an in-depth understanding of fiscal decentralization (revenue and expenditure assignments, IGFTS, borrowing, etc) and the institutional arrangement for decentralization in Sierra Leone
- S/he must have a working knowledge of the arrangement for revenue collection and financial management at the chiefdom level in Sierra Leone

Skills and Competencies

- Excellent analytical and report writing skills
- Familiarity with the legal framework for decentralization
- Good interpersonal and communication skills

Duration of Assignment: The duration of the assignment is 90 days after contract effectiveness.

Languages

International Professional: Fluency (Level C) in English.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" July 2016 Revised November 2017, August 2018 and November 2020 and September 2023 ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest.

Interested Individual Consultant **MUST** request for the detailed Terms of Reference (TOR) for the assignment **via email** request to resilienturbanslp2019@gmail.com.

Further information can be obtained at the address below or via email request to resilienturbanslp2019@gmail.com during office hours 0900 to 1700 hours

Expressions of interest and Curriculum vitae (CV) can be delivered in a written form to the address below (in person)

Project Management Unit
Resilient Urban Sierra Leone Project
1st Floor -35 Percival Street
Freetown
Attn: Procurement Management Specialist
Tel: +23278965090

OR

Via e-mail to: resilienturbanslp2019@gmail.com Cc ruslppmu@gmail.com

When submitting, please indicate clearly in the sealed envelope or email subject heading **'EOI consulting services to develop a Council-specific "Revenue Mobilization Strategy (2024 - 2028)" for improving the collection of local revenues in four secondary cities'** on or before SUBMISSION **DEDLINE is 14th December, 2023**