

Terms of Reference for MIS Assessment - UIPT

BACKGROUND:

The Government of Sindh, in this connection, has envisioned a project '**Competitive and Livable City of Karachi (CLICK)**' with the support of the World Bank to improve urban management, service delivery, and business environment in Karachi. This project as a whole is based on four different components, with one of the components relating to the **Modernizing Urban Property and Tax Administration and System**. The objective being to support the implementation of reforms to the urban immovable property tax (UIPT) in Karachi hence enabling the development of a comprehensive and stable base of recurrent revenue for the city to finance its service needs.

This component is being dealt with and implemented by the Local Government Department, Government of Sindh, agency having jurisdiction for UIPT administration and regulation province-wide. The Department in this regard has established a separate **Project Management Unit, Competitive & Livable City of Karachi** 'implementing agency or Employer' for proper and timely implementation of relevant component/ sub-components, including:

- a) Carrying out an all-Karachi property survey to update the property tax database;
- b) Developing and upgrading an Information Technology (IT) system to house the property tax database and providing related training;
- c) Strengthening staff capacity on property tax administration;
- d) Reviewing IT systems to facilitate taxpayers billing and payments;
- e) Reviewing relevant property tax laws and regulations in Sindh; and
- f) Carrying out taxpayer sensitization and outreach activities.

This assignment is to determine if the current ICT property tax administration software is adequate to handle the anticipated 2 million new properties, to identify what new features need to be accommodated to provide current good practices in property tax software solutions (ie: mobile app, web portal to view and pay bills, integrated to a GIS system for visual property identification, etc). The modifications required to the existing system are to be identified (ie: functional specifications for the enhancements) and if uplifting the current system is not viable, then specifications for a COTS solution will be developed.

RESPONSIBILITIES:

- Review the current MIS system installed for the UIPT in Karachi and identify its strengths and weaknesses relative to good international practices in property tax software. This includes reviewing the data management processes, database architecture, data entry and reporting systems, programming language used and user interfaces. Key will be to identify new functionality that is needed to provide current good practices.
- Identify the data needs and requirements of the project relative to current international good practices in property tax administration.
- Assess the effort required to uplift the current system to meet good practices in property tax administration software.
- Based on the review and requirements analysis, identify potential solutions to address the weaknesses and gaps in the current MIS system (including any new modules that are required to provide current good practices in a property tax system). This includes

identifying software tools, platforms, and other technologies that can improve the data management processes.

- Based on the review of the current tax administration software, develop an implementation plan. This includes identifying timelines, resources, and budgets for implementing the recommended changes along with the functional specifications for the enhancements to the system. These functional specifications will be used as the technical specifications to a procurement process that will acquire the services of a firm to perform uplift of the existing system (or form the basis of the technical specifications for a COTS replacement).
- Develop a training and capacity building plan. This includes identifying training needs for staff and stakeholders, and developing training materials and resources.

QUALIFICATIONS:

- Preference will be given to firms with individuals with international experience supporting / maintaining property tax software that incorporate current good practices.
- Minimum 5 years of ICT experience working in property tax systems. Experience in conducting MIS assessments is also preferred.
- The proposed principal must have completed at least 2 assessments in last 10 years of similar scope and nature.
- Strong knowledge of MIS technologies, databases, and software tools is essential. Expertise in data analysis and visualization tools, such as Microsoft Excel, Tableau, and Power BI, is also important. Desirable: Knowledge of programming languages, such as SQL, Python, or R, and experience using GIS systems.
- Strong written and oral communication skills are necessary for communicating with stakeholders, writing reports, and presenting findings. Ability to translate technical information into layman terms is also important.
- A bachelor's degree in a relevant field such as computer science, information systems, or information technology is typically required. A master's degree in a related field may be preferred.

DURATION:

It is anticipated that this assignment will require 3 months of effort starting from July 2023 through November 2023. The majority of this effort will be spent in Karachi reviewing the existing property tax software and consulting with appropriate parties with regards to confirming what is required to attain the project ICT software objectives while incorporating current good practices in property tax software.

Reporting:

The Consultant will report Program Director CLICK.

Payment:

Following Payment schedule will be admissible.

S.No.	Task	Indicative Payment
1	Submission of report on the current MIS system, including data analysis, findings, and	50%

	recommendations for improvement to meet current international practices in property tax software.	
2	Submission of Implementation Plan along with specifications for adjustments to the current system (if retention is recommended); otherwise specifications for a customized or COTS solution.	25%
3	Submission of Training and Capacity Building Plan	25%