

USAID Public Financial Management

REFERENCE	TOR-OBJ2-2023-01
CONSULTANCY TITLE	Preparation of Program and Budget Modules for the Public Financial Management Training Center (PFMTC) for training to the Operational and Managerial Level Employees
TYPE OF EMPLOYMENT	Short Term Technical Assistance (STTA)
NO. OF POSITION	1
LEVEL OF EFFORT	45 days inclusive of travel
BASE OF OPERATIONS	Kathmandu

1. Background:

Deloitte Consulting and WSP, together with Georgia State University and the Niti Foundation are implementing a five-year USAID funded Public Financial Management Program (USAID PFM) whose purpose is to provide technical assistance and strengthen Public Financial Management (PFM) functions, performance, and accountability of targeted agencies at the federal, provincial, and local levels of government, and to provide targeted assistance to the Government of Nepal (GON) aimed at strengthening national PFM institutions and systems to sustainably advance PFM.

The project commenced in October 2022 and will run for a five-year period to October 2027. The major stakeholders of the project are selected Federal Agencies including Ministry of Finance (MOF), Ministry of Federal Affairs and General Administration (MOFAGA), Financial Comptroller General's Office (FCGO), PEFA Secretariat, National Natural Resources and Fiscal Commission (NNRFC), National Planning Commission (NPC), Office of the Prime Minister and Council of Ministers (OPMCM), Public Procurement Monitoring Office (PPMO), Provincial Governments of Madhesh and Lumbini Province, and Local Governments located in these two provinces.

The objectives of the Project are to provide technical assistance and strengthen PFM functions, performance, and transparency and accountability of targeted agencies at the federal, provincial, and local levels of government, and to provide targeted assistance to the GON aimed at strengthening national PFM institutions and systems to sustainably advance PFM. The Project's two objectives and key activities are:

Objective 1: Getting PFM Reform done at the Provincial and Local Level	Activity 1.1 Strengthen Budget Planning and Preparation, and Expenditure Management
	Activity 1.2 Support Gender-Responsive Budgeting (GRB) Policies and Guidelines
	Activity 1.3 Strengthen Revenue Generation Capacity
	Activity 1.4 Strengthen Procurement and Contract Management Systems
	Activity 1.5 Strengthen Public Sector Accounting, Audit, and Evaluation Systems
	Activity 1.6 Enhance Inter-Governmental Coordination
Objective 2: Strengthening PFM systems and capacity building	Activity 2.1 Strengthen PFM capacity-building tools and systems
	Activity 2.2 Improve the Effectiveness of the NNRFC
	Activity 2.3 Improve National Policies and Systems for an Integrated PFMS

In general, the expected outcomes of the Project are to enhance transparency and accountability by accomplishing:

- Selected PFM related laws or policies or regulations or standards or norms or guidelines or tools or manuals developed.
- Selected local governments have increased their own resource revenue.
- Elected and Government officials trained on public financial management system.
- Selected PFM institutions, governments and agencies adopted improved public financial management system.
- Selected local governments have improved gender-responsive budgeting.
- Coordination mechanisms for coordination are established.
- Standardized training modules in the PFM disciplines are developed.

2. Purpose:

The purpose of this assignment is to engage one individual short-term Consultant to work with the Public Financial Management Training Center (PFMTC) and the USAID PFM Project to prepare PFM training modules in the field of Budget and Program Preparation for operation and managerial level employees to be used by the three tiers of the government; Standardize the modules as per the Training Need Assessment Report 2021 based on the competency-based module prescribed by the report and attain a unified based approach in conducting training for 3 levels of government (Operational and Managerial Level of employees).

(Please note that the ToR is subject to change slightly per the Government Counterpart's requirements which will be informed to the applicants prior to selection)

3. Rationale:

Public Financial Management Training Center (PFMTC) is expected to work collaboratively to achieve measurable results in PFM capacity development of civil servant and related stakeholders in Nepal. The dedicated PFM institution is envisioned as a sustainable organizational mechanism to enhance the skill, knowledge, capacity, ability and competency of PFM staff through conduction of professional and specialized training courses and knowledge management. Integration of training is essential to maximize the use of diverse resources. However, a PFM competency framework has not yet been developed or defined for the civil servants for all three tiers of government, because the government has not formally approved and acknowledged a competency framework for PFM area. There is a desired level of competency in the PFM for the three levels of hierarchy: entry level, middle level, and the senior management level. The needs are quite similar but although the structure and coverage may vary in each tier of government the competency framework can be applied uniformly across the board. The Training Needs Assessment Report (TNA) 2021 concluded that PFM staff are in dire need of training.

Ministries and agencies are delivering training which could be entrusted to the PFMTC. While existing training organizations such as Nepal Administrative Staff College (NASCC), Local Development Training Academy (LDTA), Provincial Center for Good Governance (PCGG) also provide effective and customized training, PFMTC could play a vital role in creation of the standardized PFM courses for use by these agencies, as well as the by other agencies during the transitional period of transforming the PFMTC to the apex body in the PFM sector of Nepal.

The TNA report concluded that short term, service entry and in-service training are inadequate to prepare staff to execute technical functions of PFM staff. It further states that government staff have considered existing training to be more theoretical and lack practical components (such as applications, analysis, and evaluation). Therefore, it recommends changing the training modality to be more practically oriented to enable staff to execute roles once trained. Similarly, levels of training have not been linked with a career development path and specialization. TNA recommended five levels of courses to be offered (orientation, short term, medium term, long term, and accredited professional courses) that are useful for career orientation as well.

USAID PFM Activity's scope is to provide technical assistance to develop PFM capacity development at the federal, provincial, and local governments of Madhesh and Lumbini Provinces. One of the basic objectives for USAID PFM is to develop PFM modules that will be useful for the training in the PFMTTC. Other training institutions may use these modules while giving training on the PFM fields. For this purpose, PFMTTC is best suited to prepare the training modules. During this assignment, the present modules of the PFMTTC will be reviewed and revised or developed as necessary. These modules are for orientation and short-term training purposes for operational and managerial level of government staff. The module should reflect a practical application and include exercises. This short-term training course is designed to provide sector specific knowledge and should have a duration of less than 10 days on average. Depending upon the target groups, these modules may be used by the other training centers and / or agencies involved in the PFM capacity development.

4. Objectives:

The following are the main objectives of this assignment:

- Prepare PFM training modules in the field of Budget and Program Preparation for the PFMTTC for operation and managerial level employees to be used by the three tiers of the government.
- Standardize the modules as per the Training Need Assessment Report 2021 based on the *competency-based module* prescribed by the report.
- Attain a unified based approach in conducting training for 3 levels of government (Operational and Managerial Level of employees).

5. Methodology:

The Consultant should undertake the following methodology to conduct this assignment:

- **Review Literature:** The Consultant should review all related laws, directives, publications that are necessary for developing the training module of the given subject including the Training Need Assessment Report 2021. Simultaneously, the Consultant should review existing modules and familiarize him/herself with the module developing process of PFMTTC and determine whether a revision is sufficient or new module should be developed. For developing / revising the modules the Consultant should review the periodic plan documents, specific guidelines of MTEF of NPC and Budget and Program related documents produced by Ministry of Finance (MoF). Similarly, the Consultant should have a thorough understanding of Financial Procedures and Fiscal Responsibility Act 2076 and regulation 2077 of the federal government. In addition, the Consultant should be conversant with the budget policy and directives of MoF and the similar publication about the budget formulation of Financial Comptroller Generals publications. The e-Governance tools for budget and program should be reviewed (LMBIS, PLMBIS, SuTRA) as well as the procedures related to the Treasury Single Accounts. Similarly, the Consultant should review the Public Procurement Act 2063 and Regulations 2064 of the Federal Government. The Consultant should review the relevant laws, directives, progress reports, PFM related publications, annual budget and budget laws, economic survey and appropriation provisions of the Financial Procedure and Fiscal Responsibility Act of the three tiers of the government. The Consultant should go through all the budget, Medium Term Expenditure Framework (MTEF) published by NPC and be familiar with the budget process flow and planning steps and MTEF, Budget and Program Templates as well as Redbook and the yearly development program/s prepared by the respective Ministry of Finance and National Planning Commission. The review should enable the Consultant to extract the relevant provisions for the preparation of the training module and materials.
- **Conduct meeting/Consultation with concerned officials:** During the review of literature, the Consultant should formally meet with the concerned officials of PFMTTC and USAID PFM as

appropriate, as well as other concerned agencies for the respective subjects and discuss the issues, problems and reform measures that the institutions require. The Consultant should also prepare a brief outline of the meetings which would incorporate the relevant issues and adjust the deliverables of the assignment as required.

- **Coverage of the module(s):** The Consultant should draft modules that impart *knowledge and enhance practical skills* that develop the ability to put knowledge into practice and carry out functions to deliver desired results by using the given resources. It should also take into account appropriate *measures of attitude influencing factors* that affect choice of action, and responses to challenges, incentives, and rewards.
- **Prepare Questionnaire, field visits, consultations, reports, and Data Collection:** The Consultant should prepare questionnaires if required and visit concerned agencies for Key Informants Interview (KII) and Focused Group Discussion (FGD) as appropriate to do the following:
 1. **Prepare questionnaire and collect information/feedback:** Depending upon the need of the module, the Consultant should prepare a questionnaire relating to the subjects of the module and collect the required information from the PFMTTC, concerned ministries and agencies. The Consultant should cover all the required activities and consider all the implementation issues and problems of the concerned modules from the concerned agencies.
 2. **Conduct consultation Interview/meeting:** The Consultant should visit the concerned ministries/agencies, as required, to collect information on their project structure, issues, problems, and suitable structure of sectoral programs/ projects. The Consultant should have meetings/ interviews (KII or FGD) with the concerned agencies and their officials. The key stakeholders (level of employees) in the concerned agencies like planning, program and budget division chiefs, financial administration division chiefs as well as chiefs of concerned agencies that are mainly concerned with the subjects of concerned module and collect the data, related information and categorize/ classify and prepare notes for concerned category of the issues or problems. The Consultant should also take photographs of meetings and submit them as deliverables.

6. Tasks:

The Consultant shall carry out the following tasks:

- **Prepare Inception Report:** The Consultant should prepare an inception report and submit it to USAID PFMP, Maharajgunj within 7 days of the date of signing of the agreement. The report should detail the sequence and flow of key activities of the ToR from start to finish and specify the responsibilities of the Consultant for each specific module. The report should also describe the methodology for carrying out the assignment and precisely outline how the outputs and deliverables will be achieved. The formats of the report will be as agreed and be in line with the scope of work of assignment.
- **Module preparation and Fulfillment of Module Requirements:** The Consultant should prepare modules of Program and Budget Preparation for Operational (Lower Level) and another for Managerial (Middle Level) as defined in the TNA report. As a general guideline for the module preparation, each module should also take into account the number of session plans as recommended by TNA Report. The recommendations and feedback should also be determined to make the module more practical and case oriented. The modules should be prepared considering the Short-Term and Medium-Term period of the training. The Consultant should also consider the knowledge level as mentioned in TNA Report main report as well as in Part C: Training Courses.
 - **Module for Budget and Program Preparation:**

This module is targeted for Operational and Managerial Levels of the government employees. The module should consider using cases/exercises, probing exercises, and classroom exercises. After this short-term training, the participant should be able to prepare the budget and program for the actual conditions of their respective agencies. The Consultant should develop the modules considering this and the number of sessions as recommended by TNA report based on their competencies. The Consultant should also consider the Financial Procedure and Fiscal Responsibility Act and Regulation as well as Budget Directives of MoF and related NPC guidelines in preparing the budget and the program. The number of sessions recommended by TNA may differ but should cover, but not limited to, the following subjects and sessions.

For each session, the Consultant should *describe the subject matter* mentioned in each topic in sufficient detail to impart the knowledge and understanding to the level described in TNA Report.

1. **Budget cycle and principles of budget preparation, Policy, and Legal base of Budget Formulation: (L-2, M-2):**
 - 1.1. **Legal base of budget.** This session should include at least the following topics: meaning of budget, contents, budget cycle, formulation process, flow, briefly highlight the policy and law and its stakeholders (*As per budget Directives of MoF, Chapter 1*),
 - 1.2. **Budget formulation Responsibilities: Budget Committee** (FPFRR 14,15), Chief Accounting Officer, Responsible Person etc., Budget with chart of accounts of GoN etc. *Prepare short cases for budget cycle/ budget preparation* by MoF/ Sectoral agencies for budget preparation, *question, and answer sessions* (define the Probing Q/A sessions) in groups for budget cycle stakeholders during the session periods. **Process of setting budget goals and relate goals** with expected result. Explain the *input output outcome process and impact interrelationship* and prepare short example/ exercise to be prepared by the group (FPFRR-Rule 23).
2. **Budget Formulation Process, appropriation, and details on budget documents: (L-2, M-3).**
 - 2.1. **Use of Income expenditure classification and Code:** Income and Revenue Classification, Principle of expenditure classification and Expenditure Code and Classification (as per Budget Formulation Directive, MoF and FCGO classification and interpretation of revenue and expenditure). Use short exercises in this session.
 - 2.2. **Budgeting and Appropriation Process-** The session should include the budget proposal and budget appropriation process as per the FPFRR Act and FPFRR Regulation. **FPFRR 2076 (Clause 9,10,53,57) / FPFRR2077 16,17,18.** It should also include MoF Budget Directives 2075 (Recent), Budget Implementation Letter of MoF and budget related clauses of NPC directive on programs/budget as well as other the issues raised in OAG reports. *The material should comprise probing questions to be answered by the participants for each of the topics.*
 - 2.3. **Case Study of Budget Proposal/Appropriation:** Include a real case / practice of physical infrastructure office (Road, Urban development, Health, Agriculture etc.) for budget discussion and the appropriation stages providing templates along with questions for the group/s to identify the issues/problems and suggest the appropriate measures for the budget preparation/ appropriation. The case should include solutions with presentations for use by the instructor.
3. **Practical exercises- on preparation of budget / programs (L2M2):** Prepare the exercise/s as per the FPFRR and MoF Budget Guidelines, depending on the type of budget and the related chart of accounts and activity codes.

- 3.1. **Prepare a program/project** (imaginary or real project case) that covers the full cycle of the annual work program and budget, this should include the step-by-step preparation of the budget and program using all the requisite formats to be filled out in the classroom exercises).
- 3.2. **Classroom exercise and Presentation-** The Consultant should prepare an exercise for the students to work on for the preparation of the budget and program applying all the formats to be filled out in the classroom. The exercise must include the solution with explanatory note so the instructor can explain the result,
- 3.3. The material should comprise instructions to the instructor on how to proceed with the exercise and solution.
4. **Exercise- Basis of Expenditure Prioritization (L3, M3):** Based on the Budget Formulation Directives of MoF and FPFRA / FPFRR as well as the planning document of NPC, prepare a case of a program / project covering all of the activities of a project / program along with the solution.
 - 4.1. **Expenditure prioritization process:** Prepare sessions on expenditure prioritization process and basis (*with probing questions during the session*), Process of determining the ranking and data entry procedures as mentioned in the budget preparation directives of MoF (Chapter 5)
 - 4.2. **Prioritization Exercise:** Compile a real case of the physical infrastructure and instruct the participants to practice prioritization- Group Work
 - 4.3. **Group Presentation and Learning-** Prepare the instructions for the group presentations. After the group presentation, the resource person should explain the group results and display the actual solution to the exercise.
5. **Revenue / Expenditure Forecasting Techniques (M2):**
 - 5.1. **Forecasting concept and methods** of forecasting revenue, foreign assistance, and internal debt, Expenditure Estimation Process-Total and based on expenditure headings (Recurrent, Capital and Financial Provision) (MoF, Budget Preparation Guidelines 2075, *Chapter 6-* Major provisions)
 - 5.2. **Session Group Exercise on Expenditure Forecasting** (Heading): Material on selected expenditure headings (Salary, Fuel, Vehicles, Construction etc.). Prepare the instructions for the group presentations which will include steps to follow for the instructor to explain the solution with visual presentations.
6. **Exercise-Budget Formulation and Entry in Respective Forms (L2M2):** Based on BPG 2075 MoF *Chapter 7:* Prepare a case for the following for 3/4 sessions:
 - 6.1. Salary, Fuel and Dress, Internal Debt and Others as required.
 - 6.2. Preparation of summary of expenditure based on Recurrent, Capital and Financial Provision (Including Foreign Aid)

Prepare the instructions for the group presentations which will include steps to follow for the instructor to explain the solution with visual presentations.
7. **Exercise-Preparation of Annual Development Program (L3, M3) (BPG of MoF, page 278-287):** Based on the information provided for LMBIS data for a given budget unit, prepare the following sessions:
 - 7.1. The **preparation process and elements** of the annual development program. The material should include an Excel sheet to display the actual ADP from the ADP book of NPC or a specific ministry.

- 7.2. **Develop a case for the trainees with an incomplete so the participants must identify the missing elements. Consultant must prepare instructions that explain the information that needs to be filled in and prepare the solution.**
- 7.3. **Group presentation and Learning** Prepare the instructions for the group presentations so that the instructor will explain the deviations of the exercise results from the solution.
8. **Exercise-Preparation of Master/Annual Procurement Plan: Based on ADP above prepare training sessions as follows (L2, M2):**
 - 8.1. **Group Exercise:** Prepare guidelines for classification of activities of the ADP and grouping into the expenditure's headings and separate procurement activities and packaging.
 - 8.2. Based on the ADP, introduced in section 7 above, prepare instructions so each group is asked to classify and prepare packages for procurement activities.
 - 8.3. **Group presentation and Learning:** Based on 8.1. Prepare instructions for participants to prepare Annual Procurement Plan and prepare the correct version of the APP for presentation to the group. Based on the presentation, the instruction should be able to explain the deviations, if any, and provide the solutions (Already worked).
9. **Exercise-Preparation of Logical Framework and Practice:** Prepare the following sessions (BPG 2075 Annex 13, MoF) for this heading **(L3, M3):**
 - 9.1. **Concept, elements, process,** and format of logical Frameworks
 - 9.2. **Practical Session on Logical Framework:** Prepare / select a case (with solution) for logical framework for the participants and Group Work
 - 9.3. **Group presentation and Learning: Based on 9.2.** Prepare logical framework by the group/s and group presentation. Based on the presentation Resource Person should be able to explain the deviations, if any, and provide the solutions (Already worked).

7. Deliverables:

The Consultant shall submit the following deliverables:

1. **Inception Report:** Submit report within 7 working days after the signing of the agreement. The report should also include a Work Schedule/ Program in the format prescribed below:

S.NO	Work Activities	June				July				August				September			
		Weeks				Weeks				Weeks				Weeks			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1	Mobilization of Consultant																
2	Review of Literature																
3	Meeting / Consultation with concerned officials																
4	Inception Report																
5	Questionnaire, field visits, consultations, reports, and Data Collection																

6	Analysis and preparation of Draft of Module/s																		
7	Prepare and submit the draft Module/s																		
8	Organize a workshop for feedbacks/ suggestions with PFMTTC and PFMP as well as other stakeholders																		
9	Final Report- Final Draft Module/s and submission of deliverables																		
10	Report Submission by PFMP and Acknowledgement by PFMTTC																		
11	Conduct Training (MToT/ToT) on the module/s / during or later dates																		

2. **Draft Report:** Submit a draft Report within 30 days of the contract.

The Consultant should revise / review the draft modules as per the feedback and suggestions of workshop and submit them to USAID PFM. The module should contain separate versions for Operational and Managerial Staff levels. The modules should be in Nepali Language (Unicode). Two hard copies of the module should be submitted with the soft copy of the hard copy in email as well as in the USB drive. For each of the training sessions the **module structure** will be as **Part 1 and Part 2 below**.

Part 1: The main structure of the module should at least contain the following areas of the subject matter:

- i. **Title of Session:** The name of the topics for the training session to be mentioned in the module.
- ii. **Objectives:** The main purpose of the session that will be achieved with the completion of the session. It is related to the expected results/outputs. Can include the knowledge, skills and attitude enhanced/developed.
- iii. **Session Time Period:** Depending upon the target groups and nature of the class lecture or the practical / exercise session, the duration may be 1.30 hours to 1.45 hours or as decided by the respective training organization/s.
- iv. **Major Contents of the subject to be trained:** Detail the topic's contents and the descriptions (Not just the title as *meaning* but write the **contents of meaning / definition** etc.) necessary to *achieve the objectives/outputs*. Each session should contain the following:
 - Detail of each subject matter meaning, importance, types etc.
 - The sequential contents that are required to understand the concept/ skills necessary for the training.
 - Flow or the process of the subject matter
 - The probing questions for each subject included in the session to be asked during the sessions.
 - The case or exercise to be given in the session.

- The solution of the case developed for the practical purpose.
- v. **Training Materials/Accessories:** Detail the training materials required by the instructor i.e., White Board and Flipchart, Overhead Projector and Transparency Sheet, Audio-Visual and Virtual Class, Video Conference, webinar, Virtual (Zoom) meeting / conference, Skype/Google meet, White Board/ Flipchart/ O.H.P. Transparency Sheet, PowerPoint Presentation
- vi. **Methods of Training:** Specify the training method for each session i.e., Lecture, Discussion, Case Study, Practical session/ Classroom exercises, Simulation Exercise, Experimental Learning, Gallery Walk /Think- Pair -Share Models where appropriate or mix among the methods.
- vii. **Expected Outputs / Results:** The results/outputs that are expected from the trainee after the session is completed should be mentioned. It should contain the statement that trainee should be able to describe, compare, skill to prepare/do the given technical work.
- viii. **Source Materials:** List all the resource books, periodicals, published reports, articles, Acts and Regulations, websites address with the publication date and place, name of writer and publisher, including page number or paragraph number used in the preparation of the course.

Part 2: Contents of the Source Materials: Attach all the contents of books, materials / sources, websites, published material contents, whole *or in part*, that was used to prepare the session module as *listed in the source materials*. This will enable the training centers to develop and amend or revise the module/s at later dates as and when required.

3. **Organize a workshop for feedback/ suggestions:** After the preparation of modules of the selected given subjects the Consultant should organize a workshop/s for the PFMTTC and PFMP officials for their suggestions/ feedback, if any, on the draft module/s. The Consultant should prepare a separate sheet of feedback and suggestions and how these were addressed.
4. **Conduct Training/s:** The Consultant should conduct a half-day Master Training of Trainers course or Training of Trainer for the selected officials after the module is finalized during the assignments.
5. **Submit the Final Report:** Submit the final report within the completion of the contract period.
6. Summary Consultant's Work Completion Report describing actions taken to fulfill the above deliverables and provide observations/recommendations for any additional next steps in the process of rolling out of the Guidelines/manuals in English.

In addition to the above fixed deliverables, the Consultant should submit the following reports on a periodic basis.

- **Monthly Progress Report:** Submit the monthly progress report after completion of every month within expiry of 7 days of such months.
- **Minutes and its Reports:** Meeting minutes and reports prepared for the meeting/interviews and workshop during the assignment.
- **Documents and Reports Collected:** All the documents/reports collected during the assignment for the purpose of the assignment **in the final report**.
- **Photographs:** All the photographs taken during the assignment during the meeting/workshop or other relevant visuals **in the final report**.

All deliverables shall be submitted in editable Microsoft documents, in electronic format. The final report shall also be provided in at least two hard copies and PDF format.

8. Period of Performance:

This assignment is for 45 days within the period of 4 months from the signing of the contracts. It is estimated that the assignment will start in the last week of the second week of May 2023. This is a

field as well as home-based assignment depending upon the nature of the work but must complete the assignments within the given time.

9. Required Qualifications and Experience of the Consultant:

The Consultant should at a minimum have the following qualifications:

- Master's degree in management / Business Administration or economics or equivalent master's degree. PHD in relevant field will be given priority.
- Have received at least 5 days training on Planning, Budgeting MTEF or other core Public Financial Management areas provided by a governmental / recognized training institution in the last 10 years. Previous engagement with United Nations agencies, international non-governmental organization or similar entities will be an advantage.
- Have experience of working in Government of Nepal in the planning budgeting and core areas of financial management field at least for 10 years or more
- Experience in the field of preparing / execution of the budget and program / or resource person in said fields and preparation of module/ training in said fields will be given high priority.
- Good communication skills (oral and written) in Nepali and English languages.
- Good report writing skills.
- Proficiency in Microsoft Office software (Word, Excel, PowerPoint, etc.); and
- Ability to work in a multi-cultural environment and exhibit good inter-personal skills.

10. Facilities/Utilities and Logistics to be provided:

The Consultant shall be expected to spend time at the selected government entities, Project Office and from home. As deemed necessary, the Project will provide working space, internet connection, printing, and photocopy facilities as required to complete the assignment. The Consultant must provide her/his own computer, including Microsoft Office software to produce compatible documents for review.

All the required field visits, consultative meetings and workshops shall be arranged in coordination with the concerned Government, whereas logistics and allowances shall be managed by the Project.

11. Contractual Amount and Payment Terms:

This will be a fixed price assignment awarded in Nepali Rupees. Payments shall be made in Nepali Rupees in the following manner.

- 25 percent payment upon submission and acceptance of the inception report, including a detailed work plan for the assignment; (Deliverable 1)
- 40 percent payment upon submission of first draft report ready to be presented at validation workshop and training; (Deliverable 2), and
- 35 percent payment after completion of the validation workshop, training and submission and acceptance of final report and the Consultant's Work Completion Report (Deliverables 3, 4, 5 and 6).

Travel costs, including the number of trips and length of trips should be estimated. Travel will be arranged and approved in advance by the Project, and actual costs will be reimbursed based on the Project's standard practices and rates for hotel, per diem, and other billable costs (e.g., meeting costs).

Workshop costs shall be borne directly by the Project. Necessary arrangements for workshop costs (To Be Decided/Determined) if necessary, will be arranged by the project.

Application Instructions:

Only an individual Consultant will be considered for this opportunity.

Interested and qualified individuals should email the following documents to recruitment@pfm-nepal.com _with subject line "TOR-OBJ2-2023-01 Preparation of Program and Budget Modules for the Public Financial Management Training Center (PFMTC) for training to the Operational and Managerial Level Employees."

- (a) Cover letter
- (b) Recent CV
- (c) Dates of availability
- (d) Contact information of three professional reference, and
- (e) Daily rate. A biodata form may be asked of the successful candidate in order to verify the daily rate.

Application deadline: May 31, 2023

Only shortlisted candidates will be contacted. The organization reserves the right to reject any/all applications without assigning any reason.