

### Job Announcement

<b>Position Title:</b>	<b>Research Assistant/Senior Research Assistant</b>
<b>Project Name:</b>	<b>Rebuilding the Social Compact: Urban Service Delivery and Property Taxes in Pakistan</b>
<b>Principal Investigators:</b>	<b>Dr. Asim Ijaz Khwaja (Harvard), Dr. Adnan Qadir Khan (LSE, IGC), Dr. Benjamin. A Olken (MIT, J-PAL), Mahvish Shaukat (MIT)</b>
<b>Start Date:</b>	<b>Immediate</b>
<b>Minimum Commitment:</b>	<b>12 months</b>
<b>Location:</b>	<b>29-P, Gulberg-II, Lahore</b>

#### I. Project Overview

The social compact between citizen and state – whereby a citizen pays taxes and receives (public) goods and services – is a critical link in the development process. This link is especially salient in the context of local governments and a significant metric on which they are judged. However, if citizens perceive little benefit from their tax payments, or local services are disconnected from local decision-making, this link can be broken. This can create a vicious cycle where citizens do not receive high quality services because resources are limited by low levels of local tax revenue, and the low quality of services leads to a low willingness to pay taxes, as well as a broader lack of trust in the state.

This study seeks to examine these issues by introducing a menu of reforms that strengthen the link between the provision of local urban services and local property tax collection in urban Pakistan. The three main interventions are:

1. ***Demand.*** In this intervention, tax staff inform citizens of the link between taxes and services. Tax staff then solicit citizens' preferences on which type of local goods should be prioritised in their neighbourhood. The results of this preference elicitation are then shared with the local government in an effort to improve the allocation of services.
2. ***Delivery.*** In the status quo, revenue is collected from administrative tax units and transferred to local governments that allocate these to city-level services. To strengthen the link between taxes paid and services provided, this intervention requires local governments to allocate a portion of property tax collected from a neighbourhood (tentatively 35%) to that same neighbourhood. As in the Demand intervention, tax staff inform citizens of the link between taxes and services and convey details about the intervention.
3. ***Demand and Delivery.*** This intervention combines the previous two. By both eliciting citizen preferences (#1) and requiring local governments to allocate funds to the neighbourhood (#2) in accordance with these preferences, it seeks to make the tax-services link even more salient and credible. As in the Demand intervention, tax staff solicit citizens' preferences on which type of local goods should be prioritized in their neighbourhood. Citizens are then informed that 35% of their neighbourhood's property tax revenue will be earmarked for their preferred service.

In addition to these main treatments, we are implementing a sub-intervention where local leaders will mobilize the community to help enhance the tax-service link.

The sample consists of approximately 500 neighbourhoods in two of the largest cities of Punjab, Lahore and Faisalabad.

## II. Current Status

Since last year, we have introduced the interventions to all intervention neighbourhoods in the sample. Currently, tax staff are conducting the second round of collecting preferences across approximately 60,000 total properties in the sample for preference elicitation. We are also working with the local governments on service implementation using earmarked funds.

## III. Policy Relevance

Re-engaging with urban areas is a key priority for Pakistan in general, and the Punjab government in particular. The country is in the midst of revitalising local governments and enabling citizens' voice within this context could significantly impact the success of these local governments. The demand for this study came from a combination of the Punjab Local Government & Community Development Department – which provides services – and the Punjab Excise and Taxation (E&T) Department – which collects the property taxes that fund these services. The project is strongly supported by both Departments and is anticipated to be a key pillar in the reform agenda of the government.

## IV. Links

<http://southasiainstitute.harvard.edu/2016/06/faculty-voices-rebuilding-the-social-compact-in-pakistan/>

<http://harvardmagazine.com/2017/01/tax-collection-and-civil-society>

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### Position Description:

We hope that the successful candidate will start as soon as possible. This is a full-time position based in Lahore. CERP's project teams are small, and the amount of work we accomplish is significant. The position is challenging but rewarding – only apply if you are a type of person who takes charge and responsibility, can do good work with little supervision, and are not afraid to learn new things in order to get the job done. The ability to take on challenges is essential.

The Principle Investigators of the project are Dr. Asim Ijaz Khwaja (Harvard Kennedy School), Dr. Adnan Khan (LSE, IGC), Professor Ben Olken (MIT, J-PAL), and Mahvish Shaukat (MIT).

Your **primary responsibility** will be towards the *Social Compact Project*. Your tasks will include:

#### a. Designing Survey Instruments & Managing Data

1. Designing and developing survey instruments on paper, SurveyCTO, and/or other electronic means
2. Monitoring incoming survey data for accuracy, speed, and quality through cleaning & analysis, and establishing a spot-checking mechanism for resolving problems and outliers
3. Creating processes for cleaning any errors that may stem from cases including but not limited to

data entry and bad source material

4. Coordinating any data related questions or concerns within the Project Team and/or with relevant stakeholders
5. Piloting instruments on SurveyCTO and gathering information in-field for app troubleshooting and Field Assistant training
6. Identifying data sources where missing

**b. Field Team Management**

1. Coordinating with Field Manager in establishing, implementing and overseeing Project exercises/activities/commitments in the field
2. Developing implementation and spot-checking strategy and establishing protocols/guidelines/rules/targets for Field Team for successful execution of Project exercises/activities/commitments
3. Conducting training sessions and review meetings for enhancing capacity and communicating expectations, rules, policies, and/or Project updates

**c. Stakeholder Engagement**

1. Liaising and coordinating with government officials belonging and/or associated with but not limited to Government of Punjab Excise, Taxation & Narcotics Control (ET&NC) Department, and the Government of Punjab Local Government & Community Development (LG&CD) Department.
2. Establishing a regular communication mechanism with relevant stakeholders, conducting regular follow-ups with key stakeholders for streamlining approvals, and managing relationships on a daily basis
3. Drafting letters, minutes of meetings, reports, presentations and other correspondence as required for and/or by partner stakeholders; maintaining accurate records of all correspondence
4. Providing technical & operational support and troubleshooting stakeholder concerns

**d. Project Management**

1. Coordinating with your supervisor(s) and/or colleagues for strategy, implementation, and daily operations
2. Drafting letters, minutes of meetings, reports, presentations, weekly updates, strategy documents, and other correspondence as required by your supervisor(s) and the PIs
3. Responsible for accurate record keeping in digital or paper formats

**e. Other Duties:** This is NOT an exhaustive list of tasks that you will be performing as **Error! Reference source not found..** You may be assigned additional tasks on other CERP Projects as deemed necessary by your reporting points, **Error! Reference source not found.** or CERP management, or the CERP Board.

**Job Requirements:**

- Bachelor's degree from a recognized university in a relevant discipline e.g. Economics, Public Policy, Political Science, Computer Science, Statistics, Law. A quantitative background is preferred. Master's degree with similar focus strongly preferred.
- Preferably 1 year of relevant experience in research/program design and/or evaluation, including the design and execution of surveys, focus groups, and interviews
- Demonstrated knowledge of data management of large datasets as well as data collection, quality checks of data, and presentation of data
- Experience with data management, data analysis, and applied statistics including proficiency in Excel and STATA and knowledge of SurveyCTO and/or KoBo collect.
- Demonstrated excellence in presenting and communicating data in an accessible way, orally and in writing.
- Familiarity with ArcGIS or any other GIS software (optional but preferable)

- Ability to manage of fieldwork related to the project in both urban and semi-urban areas, including field visits
- Ability to work closely in a small team and take direction.
- Ability to take a well-defined problem and come up with a response based on an independent analysis of the data.
- Demonstrated ability to manage various tasks effectively and coordinate between project members.
- Demonstrated ability to manage and train enumerator teams and survey finance and operations functions.
- Comfortable communicating with key stakeholders in the public and private sectors.
- Willing to take on added responsibility as the project progresses.
- Fluent in English and Urdu

### **Salary and Title**

For this position, the salary and title will commensurate with experience and qualification.

### **How to Apply**

Please follow the instructions below. Any applications or CVs submitted outside this process will not be considered. Only successful candidates will be contacted.

#### ***Interested candidates should:***

1. Fill out the online form found [here](#).
2. Send an email to [careers@cerp.org.pk](mailto:careers@cerp.org.pk) with the subject “Social Compact”. Please include a cover letter, CV, and transcript