

# TERMS OF REFERENCE



HIRING OF CAPACITY BUILDING EXPERT TO DEVELOP TRAINING MANUAL ON INCLUSIVE MONITORING OF 1) SOLID WASTE MANAGEMENT AND 2) BUS ADDA / STAND UNDER LGA 2013 FOCUSING ON INCLUSIVE AND GENDER RESPONSIVE MANAGEMENT OF LOCAL SERVICES UNDER THE PROJECT “STRENGTHENING CAPACITIES FOR IMPROVED MANAGEMENT OF LOCAL REVENUES AND LOCAL SERVICES”.

<b>Posted date</b>	16-Nov-23	<b>Last date to apply</b>	24-Nov-2023
<b>Country</b>	Pakistan	<b>Location</b>	Peshawar
<b>Type of Services</b>	Consultancy (contractual)	<b>Category</b>	Local governance – institutional strengthening
<b>Position</b>	1	<b>Tentative commencement date</b>	01 <sup>st</sup> Dec 2023
<b>Length of Assignment</b>	45 working days	<b>Tentative Duration</b>	01 <sup>st</sup> Dec 2023 to 30 <sup>th</sup> April 2024
<b>Proposals / applications to be submitted at: <a href="mailto:hr.cgpa@gmail.com">hr.cgpa@gmail.com</a>.</b>			

## A. ABOUT CENTER FOR GOVERNANCE AND PUBLIC ACCOUNTABILITY

Centre for Governance and Public Accountability (CGPA) is a not-for-profit, non-governmental, non-partisan, civil society organization working for the promotion of public accountability and good governance. CGPA was established in 2011, and registered in January 2012 under the Societies Registration Act, 1860. CGPA is governed by a Board of Directors, comprising of seven members. CGPA has been actively providing specialized and expert technical services in public policy and governance, service improvement, promotion of peace and tolerance, inclusivity, rule of law, local governance, local finance & planning & revenues, digital solutions for service delivery and improved governance, transparency and access to information, civic education through research and analytical work, budget accountability and social audit, electoral reforms, legislative strengthening, and democratic development.

## B. ABOUT THE ASSIGNMENT

### B. 1. BACKGROUND

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) has initiated a project titled as Participatory Local Governance (PLG) to assist the governments in Punjab and Khyber Pakhtunkhwa to further strengthen their local governance system towards improved services delivery to the citizens. PLG builds on the earlier gains of its two completed projects in Punjab and Khyber Pakhtunkhwa i.e., the Support to Local Governance Project and the FATA Development Project by creating synergies on the already achieved results and the capacities built. The PLG will provide support mainly in three areas i.e., local revenue generation, participatory development planning, and digitalization for improved services delivery.

GIZ has partnered with CGPA to assist the Government of Khyber Pakhtunkhwa (GoKP) in further deepening and expanding key reforms pertaining to local revenue mobilization, improving service delivery, and adopting sophisticated and improved mechanisms for citizens' engagement in service delivery. To deliver services in these areas, the GIZ has awarded a project titled as "Strengthening Capacities for Improved Management of Local Revenues and Local Services" under the overall umbrella of PLG Project.

The overall goal of the project is to "strengthen the capacities of the local governments for provision of improved local services and realization of local revenues". Specific objectives are"

- a. Strengthening capacities of the local governments for provision of improved local services through training and capacity building activities focusing especially on inclusive and gender responsive management of local services; and
- b. Strengthening capacities of the local governments for improved collections of local revenues through training and capacity building on use and operations.

## B. 2. PURPOSE AND OBJECTIVES OF THE ASSIGNMENT

A Capacity Building Expert will be hired to **develop training manual on inclusive monitoring of 1) solid waste management (comprehensive for commercial, domestic, and industrial wastes) and 2) municipal services at Bus Adda / Stand** focusing on Inclusive and Gender Responsive Management of Local Services based on the sub-ordinate legislations being developed under the Local Government Act 2013.

## B. 3. SCOPE OF THE ASSIGNMENT

The scope of work for this consultancy assignment entails supporting the Team Lead working on drafting of these two subordinate legislations and then preparing training manual on inclusive monitoring of these services (both in Urdu and English languages). The manual should focus on inclusive and gender-responsive monitoring of local services based on the sub-ordinate legislations. The Capacity Building Expert will also ensure that the training manual is strictly aligned to the specific local context of Khyber Pakhtunkhwa, taking into account regional challenges and requirements.

The Capacity Building Expert shall develop the training manual on sub-ordinate legislations (both in Urdu and English languages) strictly under the framework adopted for the sub-ordinate legislations and in close and extensive consultations with the LGE&RD Department and its various wings, GIZ-PLG Programme, CGPA, relevant development partners' programmes, and other relevant stakeholders.

#### B. 4. ACTIVITIES AND TASKS AND TIMELINES

The following activities and tasks will be performed by the Capacity Building Expert:

<i>Sr.#</i>	<i>Activity / Task</i>	<i>Level of Efforts (days)</i>	<i>Timeline (Month)</i>
1.	Review the existing literature including LGA 2013, relevant sub-ordinate laws under the LGA 2013 (like Rules of Business), documents/regulations or notifications by LGE&RD Department or its development partners on the above local services.	2	Nov 2023
2.	Support the Team Lead during stakeholders' consultations on the above local services including officials of LGE&RD Department, Local Council Board, TMAs (especially Babuzai, Swat), relevant devolved offices, development partners etc. focusing on inclusive and gender responsive management of these services.	2	Dec 2023
3.	Support the Team Lead in conducting an in-depth analysis of the current state of solid waste management and Bus Adda/Stand operations in Khyber Pakhtunkhwa, identifying gaps, inefficiencies, and areas for improvement.	3	Dec 2023
4.	Support the Team Lead in conducting comprehensive research to identify and analyze internationally recognized best practices and standards related to solid waste management and the operation of Bus Adda/Stands in urban and municipal settings. This research should include a review of successful case studies from other countries or regions with similar challenges. The research on part of the Capacity Building Expert should focus on the inclusive monitoring of these services with special lenses of inclusivity and gender responsiveness and shall lead to identify gaps and deviations of the existing practices against the international best practices and standards with respect to these considerations.	8	Jan 2024
5.	Participate as resource person on the subject matter in the workshops (separately for each service) with stakeholders for existing legislations, policies, regulations, and contents of future sub-ordinate legislations etc. The Capacity Building Expert shall	2	Jan 2024

<i>Sr.#</i>	<i>Activity / Task</i>	<i>Level of Efforts (days)</i>	<i>Timeline (Month)</i>
	present and lead discussions relating to stipulations regarding gender mainstreaming and inclusivity of marginalized groups pertaining to monitoring function.		
6.	Support Team Lead in developing drafts of the 02 sub-ordinate legislations. The scope here for the Capacity Building Expert will be to ensure that the monitoring functions of these services, focusing on inclusivity and gender responsive management, are thoroughly inculcated in these legislations including (but not limited to): principles and objectives of inclusive monitoring, well-functional monitoring structure, well identified and defined monitoring tools and reporting channels, monitoring plans and implementation protocols, KPIs, data management and MIS for inclusive monitoring, citizen engagement in the service delivery and monitoring processes, dissemination of information to general public, provisions for inclusivity of marginalized groups and gender responsiveness in monitoring functions, feedback channels, etc.	5	Feb 2024
7.	Undertake a quick needs assessment and gaps assessment of the target trainees of the training manual.	2	Feb 2024
8.	Develop training manual (both in Urdu and English languages) on inclusive monitoring of 1) solid waste management (comprehensive for commercial, domestic, and industrial wastes) and 2) municipal services at Bus Adda / Stand focusing on inclusivity of marginalized groups and Gender Responsive Management of Local Services based on the sub-ordinate legislations. The training manual shall focus on inclusive monitoring functions as already detailed above.	5	March 2024
9.	Consultations with or presentations to the LGE&RD Department, LGS, LCB, and other relevant stakeholders on draft training manual and finalization of the training manual (both in Urdu and English languages).	4	April 2024
10.	Provide handhold support to the selected TMAs in implementing the sub-ordinate legislations in their respective tehsils including planning for the services delivery, resource allocations, engagement with communities, etc.	17	April 2024
	<b>Total level of efforts (days)</b>	<b>50</b>	<b>End by April 2024</b>

Besides, any other task/s may be undertaken if required for the achievement of the deliverables.

## B. 5. DELIVERABLES

The Capacity Building Expert will be responsible to deliver the following deliverables:

- a) A research paper highlighting international best practices and standards and comparative analysis of the current state of solid waste management and Bus Adda/Stand operations against international best practices and standards, with respect to inclusive monitoring functions and from the lens of inclusiveness and gender responsiveness, emphasizing areas where alignment can lead to improved municipal service delivery.
- b) Brief (on relevant areas as described in detail in these TORs) for inclusion in the Concept Note for Stakeholders' Workshops (separately for each service) highlighting existing legislations, policies, regulations, and contents of proposed sub-ordinate legislations etc.
- c) Draft of the text / stipulations to be included in the Draft of the sub-ordinate legislations (02 sub-ordinate legislations) on relevant areas as described in detail in these TORs.
- d) Draft training manual (both in Urdu and English languages) on inclusive monitoring of 1) solid waste management (comprehensive for commercial, domestic, and industrial wastes) and 2) municipal services at Bus Adda / Stand focusing on Inclusive and Gender Responsive Management of Local Services based on the sub-ordinate legislations.
- e) Final (after incorporating the inputs/comments from relevant stakeholders) training manual (both in Urdu and English languages) on inclusive monitoring of 1) solid waste management (comprehensive for commercial, domestic, and industrial wastes) and 2) municipal services at Bus Adda / Stand focusing on Inclusive and Gender Responsive Management of Local Services based on the sub-ordinate legislations.
- f) Report on the handhold support provided to the select TMAs in implementation of the sub-ordinate legislations.
- g) Pictures, attendance sheet, and meeting minutes shall be shared with Technical Lead CGPA as means of verifications and record keeping.

## C. PAYMENT

Payment of fee to the consultant will be made as per the following schedule:

Sr.#	Deliverable	% Payment
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1	Research paper highlighting international best practices and standards and comparative analysis of the current state of solid waste management and Bus Adda/Stand operations against international best practices and standards, with respect to inclusive monitoring functions and from the lens of inclusiveness and gender responsiveness, emphasizing areas where alignment can lead to improved municipal service delivery	20%
2	Draft of the text / stipulations to be included in the Draft of the sub-ordinate legislations (02 sub-ordinate legislations) on relevant areas as described in detail in these TORs	20%
3	Final training manual (both in Urdu and English languages) on inclusive monitoring of 1) solid waste management (comprehensive for commercial, domestic, and industrial wastes) and 2) municipal services at Bus Adda / Stand focusing on Inclusive and Gender Responsive Management of Local Services based on the sub-ordinate legislations	20%
4	Report of the handhold support to TMAs in implementation of the sub-ordinate legislations.	40%
	Total	100.00%

#### D. REPORTING STRUCTURE AND COORDINATION

The services under this consultancy assignment will be supervised by the Technical Lead, CGPA. The Capacity Building Expert will report to and will get directions during the currency of the provision of services from the Technical Lead.

#### E. REQUIRED QUALIFICATION AND EXPERIENCE

The Capacity Building Expert should possess a combination of technical expertise, relevant work experience, and interpersonal skills to successfully deliver all the deliverables as stated above under this project. The following are the key qualification & experience criteria required for selection:

- Educational qualifications: The consultant should hold at least a master's degree in public administration, law, social sciences, management sciences, political sciences, or a related field.
- Overall Experience: A consultant should have at least 10 years overall work experience in the relevant sector.
- Relevant Experience: The candidates shall have extensive knowledge of the public sector governance with focus on inclusive monitoring, local governance, institutional

strengthening, organizational development, and HR capacity building. Familiarity with the Local Government Act and the political, administrative, and operational structures of the local governments is a must. The candidates shall demonstrate ability to strategically engage at various levels within the LGE&RD Department and its formations to identify, understand, and deliberate requisite themes in the training manual. Experience of working with the local governments in Khyber Pakhtunkhwa will be an added advantage.

- Experience of formulating training manuals: The candidates shall possess in-depth knowledge of undertaking capacity building needs assessments and development of training manuals especially for local government officials, elected representatives, and functionaries. The candidate shall provide access to digital copies of training manuals previously prepared on any local governance theme.
- Strong communication and inter-personnel skills: The candidates shall possess strong analytical and research skills, including the ability to gather and synthesize complex technical information. The candidates shall also have excellent communication and reporting abilities, with proficiency in English and Urdu.
- Previous consultancy experience: Previous experience of working as a consultant on similar assignments is mandatory. The consultant should provide access to reports or documents of similar nature to evaluate his/her application during hiring process, if so required by CGPA.

## F. HOW TO APPLY

Interested individuals can send their detailed professional profile (80% weightage for evaluation), highlighting the relevant experience and qualification as well as the financial proposal (20% weightage for evaluation) mentioning the name of assignment at: [hr.cgpa@gmail.com](mailto:hr.cgpa@gmail.com) by mentioning the title of the position in the subject line. Last date for receiving applications is provided in the summary table above. CGPA may call for tests or interview for which no TADA will be admissible. Females are encouraged to apply. CGPA holds the right to cancel the process of hiring before award of contract without assigning any reason thereof.

\*Late submissions will not be entertained.