

TERMS OF REFERENCE



HIRING OF THE ORGANIZATIONAL DEVELOPMENT EXPERT FOR FORMULATION OF FRAMEWORK ESTABLISHMENT OF CITIZEN LIAISON CELLS IN TMAS IN KHYBER PAKHTUNKHWA UNDER THE PROJECT “STRENGTHENING CAPACITIES FOR IMPROVED MANAGEMENT OF LOCAL REVENUES AND LOCAL SERVICES”.

Posted date	16-Nov-23	Last date to apply	24-Nov-2023
Country	Pakistan	Location	Peshawar
Type of Services	Consultancy (contractual)	Category	Local governance – Performance Management
Position	1	Tentative commencement date	15 th Dec 2023
Length of Assignment	30 working days	Tentative Duration	15 th Dec 2023 to 29 th Feb 2024
Proposals / applications to be submitted at: hr.cgpa@gmail.com.			

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

An Organizational Development Expert will be hired to support the Local Government Elections and Rural Development Department (LGE&RDD) Khyber Pakhtunkhwa in developing a framework for establishing Citizen Liaison Cells in the Tehsil Municipal Administrations (TMAs). These Cells will work to promote community empowerment and engagement in Water, Sanitation and Hygiene (WASH) sector through building effective, equitable and sustainable partnership between citizens and the TMAs. These Cell will work to create community groups or bodies to aware and sensitize public on key WASH issues and to harness community support in undertaking WASH activities especially during the festivals. This Cell will also work with communities for better coordination and harnessing community support in improving municipal services.

B. 3. SCOPE OF THE ASSIGNMENT

The Organizational Development Expert will undertake initial survey to identify similar approaches being exercised (like the Citizen Facilitation Centres in TMAs, Citizen Liaison Cells in Water Supply and Sanitation Company Peshawar etc.) and to draw lessons for adoption for replication. The Expert will support the LGE&RDD to adopt a framework for establishment of Citizen Liaison Cells in the TMAs. The Expert will further extend support to undertake

comprehensive assessment of the 02 TMAs where these Cells will be piloted and then extend services to these TMAs to establish and operationalize these Cells. Activities and Tasks and Timelines

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

<i>Sr.#</i>	<i>Activity / Task</i>	<i>Level of Efforts (days)</i>	<i>Timeline (Month)</i>
1.	Comprehensive review of the existing models which are undertaking similar functions as identified for the Citizen Liaison Cells.	2	Dec 2023
2.	Undertake consultations at LGE&RDD, LCB (WATSAN Cell), WSSP (Citizen Liaison Cell), UNICEF (which is supporting similar initiatives in select TMAs) etc., and to identify the pros and cons of these models and suitability for replication in the context of the organizational strengths and weaknesses of the TMA.	2	Dec 2023
3.	Develop a comprehensive framework for establishment and operationalization of the proposed Citizen Liaison Cells. The framework shall include the institutional, organizational, functional, technical, and operational structure of the Citizen Liaison Cells to be established under this framework in TMAs in Khyber Pakhtunkhwa.	5	Jan 2024
4.	Facilitate the Stakeholders' Consultation workshop on the proposed framework. Finalize the framework based on inputs and feedback received from the consultative workshop.	2	Jan 2024
5.	Undertake thorough assessment of the resources, capacities, and capabilities of 02 pilot TMAs where the model will be tested. Gaps and challenges will be identified in terms of human resources, infrastructure, funding, and community engagement capabilities.	2	Jan 2024
6.	Develop job descriptions / job responsibilities of the staff of the Citizen Liaison Cells.	2	Jan 2024
7.	Provide assistance to the respective 02 pilot TMAs in establishing the Citizen Liaison Cells.	2	Feb 2024
8.	Develop a training manual for the staff of the 02 pilot TMAs in community engagement techniques, WASH sector knowledge, and effective partnership building etc.	5	Feb 2024

<i>Sr.#</i>	<i>Activity / Task</i>	<i>Level of Efforts (days)</i>	<i>Timeline (Month)</i>
9.	Undertake training of the staff of the 02 pilot TMAs on community engagement techniques, WASH sector knowledge, and effective partnership building etc.	3	Feb 2024
	Total level of efforts (days)	25	End by Feb 2024

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

B. 4. DELIVERABLES

The Expert will be responsible to deliver the following deliverables:

- a) A report of the stakeholders' consultations on the various themes of the framework for establishing Citizen Liaison Cell including institutional, organizational, functional, technical, and operational structure of the Citizen Liaison Cells to be established under this framework in TMAs in Khyber Pakhtunkhwa.
- b) A comprehensive framework for establishment and operationalization of the proposed Citizen Liaison Cells (before and after the consultative workshop).
- c) Training report of the 02 pilot TMAs staff of the Citizen Liaison Cell.

C. PAYMENT

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

Deliverable	% Payment
Framework for establishing Citizen Liaison Cells in TMAs (after the consultative workshop)	50%
Training report of the 02 pilot TMAs staff of the Citizen Liaison Cell	50%
Total	100.00%

D. REPORTING STRUCTURE AND COORDINATION

The services under this consultancy assignment will be supervised by the Technical Lead, CGPA. The 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 consultant 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, urban planning, organizational development, community development, management sciences, or a related field.
- Overall Experience: A consultant should have at least 15 years overall work experience in the relevant sector.
- Relevant Experience: The candidates shall have extensive knowledge of the public sector governance with focus on community development, organizational development, local governance, institutional strengthening, and community engagement. The candidates shall have knowledge of the water, sanitation, and hygiene (WASH) sector in Khyber Pakhtunkhwa. The candidates shall possess in-depth knowledge of establishment frameworks in public sector embodying institutional, organizational, functional, technical, and operational structures of new setups or organizational units. Experience of working with the local governments in Khyber Pakhtunkhwa will be an added advantage.
- 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 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.