

# TERMS OF REFERENCE

HIRING OF THE CAPACITY BUILDING EXPERT TO DEVELOP TRAINING MANUAL ON GENDER INCLUSIVE MANAGEMENT OF LOCAL SERVICES FOR THE PROJECT “STRENGTHENING CAPACITIES FOR IMPROVED MANAGEMENT OF LOCAL REVENUES AND LOCAL SERVICES”.



<b>Posted date</b>	07-May-25	<b>Last date to apply</b>	13-May-2025
<b>Country</b>	Pakistan	<b>Location</b>	Khyber Pakhtunkhwa
<b>Type of Services</b>	Consultancy Contract	<b>Category</b>	Municipal services management
<b>Position</b>	01	<b>Tentative commencement date of services</b>	16 <sup>th</sup> May 2025
<b>Length of Assignment</b>	30 days	<b>Tentative duration</b>	16 <sup>th</sup> May 2025 to 31 <sup>st</sup> July 2025
<b>Proposals / applications to be submitted at: <a href="mailto:hr@c-gpa.org">hr@c-gpa.org</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 of the FRIMS.

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

The CGPA seeks to recruit a highly qualified Capacity Building Expert to develop a Gender-Inclusive Management of Local Services Training Manual, in alignment with ongoing local government reforms in Khyber Pakhtunkhwa (KP). This initiative addresses the urgent need to strengthen the capabilities of local service delivery institutions and personnel, ensuring they possess the practical skills and knowledge to effectively plan, implement, and monitor equitable public services. The manual will focus on critical sectors such as water and sanitation, education, and waste management, integrating gender-responsive frameworks and participatory approaches to ensure services meet the diverse needs of communities, including marginalized groups.

## B. 3. SCOPE OF THE ASSIGNMENT

The scope of this assignment encompasses the development of a comprehensive, gender-responsive Training Manual on Inclusive Local Service Management, tailored to the context of Khyber Pakhtunkhwa's local governance reforms. The expert will conduct a thorough analysis of existing service delivery frameworks to identify gender gaps and institutional challenges. The manual will integrate participatory methodologies, gender mainstreaming strategies, and equity-focused monitoring tools to enable local officials and stakeholders to design, implement, and evaluate services that actively address the needs of women, girls, and marginalized communities.

## B. 4. ACTIVITIES AND TASKS

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

- Conduct a needs assessment to identify training gaps related to the management of local services at the district and sub-district levels.
- Develop a comprehensive training manual, tailored to the context of local government operations in KP, covering:
  - Principles of local service delivery
  - Roles and responsibilities of local government
  - Budgeting and financial management
  - Performance management and M&E
  - Citizen engagement and accountability

- Collaborate with relevant government departments, development partners, and stakeholders to validate training content.
- Finalize the manual after incorporating the feedback of the stakeholders.

### **Deliverables**

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

<i>Sr.#</i>	<i>Activity / Task</i>	<i>Level of Efforts (days)</i>	<i>Timeline (Month)</i>
1.	Undertake literature review of existing manuals available with Local Governance School, especially developed under the PLG Project	4	May 2025
2.	Conduct a needs assessment to identify training gaps related to management of local services	2	May 2025
3.	Develop content and structure of the manual and get its approval from relevant stakeholders	5	June 2025
4.	Develop a comprehensive training manual, tailored to the context of local government operations.	15	Jun 2025
5.	Collaborate with relevant government departments, development partners, and stakeholders to validate training content.	2	July 2025
6.	Finalize the manual after incorporating the feedback of stakeholders	2	July 2025
	Total	30	

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

### **B. 5. DELIVERABLES**

The Expert will be responsible to deliver the following deliverables:

- a) Structure and contents of the training manual on gender inclusive management of local services.
- b) Draft training manual on gender inclusive management of local services.
- c) Final training manual after incorporating the inputs of the stakeholders.

Pictures, attendance sheet, and meeting minutes shall be shared with Project Manager CGPA as means of verifications and record keeping.

### **C. PAYMENT**

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

Deliverable	% Payment
Final training manual after incorporating the inputs of the stakeholders.	100%
Total	100%

### C. REPORTING STRUCTURE AND COORDINATION

The Capacity Building Expert will be supervised by the Project Manager, CGPA. The Capacity Building Expert will report to and will get directions during the currency of the provision of services from the Project Manager.

### D. REQUIRED QUALIFICATION AND EXPERIENCE

This position requires a professional with extensive technical knowledge and hands-on experience in trainings and capacity building focusing on gender-inclusiveness, who can engage with stakeholders, analyze waste streams, and propose sustainable solutions. The following are the key qualification & experience criteria required for selection:

- Master's degree in Public Administration, Social Sciences, Development Studies, or related field.
- At least **7–10 years of experience** in capacity development, preferably in local governance or service delivery sectors.
- Proven experience in **developing training manuals** or modules for public sector institutions.
- Familiarity with **local governance systems** in Pakistan, especially KP.
- Strong facilitation, communication, and report writing skills.
- Fluency in English required; knowledge of Urdu and Pashto is an asset.

### E. HOW TO APPLY

Interested individuals can send their detailed CVs/Profile highlighting the relevant experience and qualification as well as the per day fee rate at: [hr@c-gpa.org](mailto:hr@c-gpa.org) mentioning the title of the consultancy assignment in the subject line. Last date for receiving applications is provided in the summary table above. Females are encouraged to apply. CGPA may call for tests or interview for which no TADA will be admissible. 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.