

TERMS OF REFERENCE

HIRING OF THE INSTITUTIONAL DEVELOPMENT EXPERT FOR THE PROJECT “STRENGTHENING CAPACITIES FOR IMPROVED MANAGEMENT OF LOCAL REVENUES AND LOCAL SERVICES”.



Posted date	01-Jan-25	Last date to apply	08-Jan-2025
Country	Pakistan	Location	Khyber Pakhtunkhwa
Type of Services	Consultancy Contract	Category	Municipal services management
Position	01	Tentative commencement date of services	13 th Jan 2025
Length of Assignment	50 days	Tentative duration	13 th Jan 2025 to 31 st July 2025
Proposals / applications to be submitted at: hr@c-gpa.org			

A. ABOUT CENTRE 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 Institutional Development Expert to provide support in the development of a Business Plan for the Integrated Resource Recovery Centre for solid waste management in Mansehra. This initiative addresses the urgent need to strengthen the institutional frameworks and capacities necessary for effective resource recovery and waste management. The expert will ensure that the Business Plan incorporates sustainable, inclusive, and practical strategies, aligning with local government priorities and promoting efficient service delivery to meet the diverse needs of the community.

B. 3. SCOPE OF THE ASSIGNMENT

The scope of this assignment encompasses the development of a comprehensive Business Plan for the Integrated Resource Recovery Centre in Mansehra, focusing on solid waste management. The expert will conduct a thorough assessment of existing institutional frameworks and service delivery mechanisms to identify gaps and challenges. The Business Plan will incorporate sustainable, inclusive, and practical strategies, integrating stakeholder engagement, resource optimization, and governance best practices to support effective implementation and long-term viability of the centre.

B. 4. ACTIVITIES AND TASKS

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

- Initial engagement meetings with local political and administrative leadership to understand priorities, gain support, and ensure alignment with local governance.
- Assessment of existing solid waste management (SWM) practices, including collection, segregation, transportation, treatment, and disposal.
- Waste characterization study to analyse the types, composition, and quantities of waste generated daily.
- Livelihood assessment of local communities to identify opportunities for employment and income generation linked to the resource recovery centre.
- Geographic and site assessment to determine the most suitable location for the centre, considering accessibility, environmental impact, and proximity to waste generation points.
- Analysis of fleet management, including current vehicle availability, condition, route efficiency, and capacity needs for waste transportation.

- Estimation of average daily waste weight and volume to size the facility and resources appropriately.
- Evaluation of existing institutional capacities and identification of gaps in governance, technical skills, and operational management.
- Drafting the Business Plan document, including executive summary, technical design, institutional arrangements, financial projections, and implementation roadmap.
- Presentation to the stakeholders for feedback and finalization of the Business Plan.

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.	Initial engagement meetings at LCB and respective TMA	2	Jan 2025
2.	Assessment of existing solid waste management (SWM) practices	5	Jan 2025
3.	Support in conducting waste characterization study	7	Feb 2025
4.	Assessment of the solid waste generated per day in the target localities, existing arrangements of SWM, fleet management, geographic assessment, livelihood of the communities etc.	3	Mar 2025
5.	Preparation of the draft Business Plan for the Integrated Resource Recovery Centre (Segregation Unit)	5	Apr 2025
6.	Preparation of final draft of the Business Plan after incorporating the feedback of the stakeholders	3	May 2025
	Total	25	

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) Draft Business Plan for the Integrated Resource Recovery Centre (Segregation Unit)
- b) Final Business Plan for the Integrated Resource Recovery Centre (Segregation Unit)

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 Business Plan for the Integrated Resource Recovery Centre (Segregation Unit).	100%
Total	100%

C. REPORTING STRUCTURE AND COORDINATION

The Institutional Development Expert will be supervised by the Project Manager, CGPA. The Institutional Development 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 policy development, strategic planning, business plan development, institutional assessment and who can engage with stakeholders, analyse waste streams, and propose sustainable solutions. The following are the key qualification & experience criteria required for selection:

- Advanced degree in **Public Administration, Institutional Development, Political Science, or Development Studies**.
- At least **10 years of professional experience** in public sector reform, decentralization, or institutional capacity development.
- Proven track record of working on **institutional strengthening in the context of local governance**, preferably in Pakistan or South Asia.
- Solid understanding of the **LGA 2013 KP** and the structure of local governance in Pakistan.
- Strong analytical and advisory skills; ability to work with senior government stakeholders.
- Experience with **donor-funded governance programs** is highly desirable.
- Excellent written and spoken English; proficiency in Urdu and/or Pashto is a plus.

B. 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 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.