

TERMS OF REFERENCE



HIRING OF THE INTEGRATED EXPERT TO FORMULATE SUB-ORDINATE LEGISLATIONS ON 1) SOLID WASTE MANAGEMENT AND 2) BUS ADDA / STAND UNDER LGA 2013 UNDER THE PROJECT “STRENGTHENING CAPACITIES FOR IMPROVED MANAGEMENT OF LOCAL REVENUES AND LOCAL SERVICES”.

Posted date	11-Dec-23	Last date to apply	20-Dec-2023
Country	Pakistan	Location	Peshawar
Type of Services	Consultancy (contractual)	Category	Local governance – institutional strengthening
Position	1	Tentative commencement date	01 st Jan 2024
Length of Assignment	50 working days	Tentative Duration	01 st Jan 2024 to 31 st Mar 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 Expert will be hired to formulate 02 sub-ordinate legislations for a) **Solid Waste Management and b) Bus Adda / Stand** under the LGA 2013. The sub-ordinate legislations may be in the form of rules, byelaws, guidelines, or standard operating procedures as may be agreed with the Local Government Elections and Rural Development (LGE&RD) Department.

B. 3. SCOPE OF THE ASSIGNMENT

The scope of work for this consultancy assignment entails the drafting of two subordinate legislations (in the form of rules, byelaws, guidelines, or SOP, whichever is agreed with the LGE&RD Department) under the Local Government Act 2013:

- a) Solid waste management; and
- b) Bus Adda / Stand.

The expert will agree on the specific type of sub-ordinate legislations with the LGE&RD Department along with the scope of those sub-ordinate legislations. The scope broadly shall include research work on international best practices, local modalities and pilots adopted by some TMAs, development framework for the sub-ordinate legislations, consultations with the

relevant stakeholders, and close collaboration with Sub-National Governance Programme which has supported in piloting a solid waste management model in Behrain tehsil, district Swat.

The Expert shall develop the sub-ordinate legislations strictly under the framework of the Local Government Act 2013 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 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	Jan 2024
2.	Undertake Stakeholders' consultations on the above local services including officials of LGE&RD Department, Local Council Board, TMAs (especially Behrain, Swat), relevant devolved offices, development partners etc.	3	Jan 2024
3.	Thorough review of the Solid Waste Management model piloted in the Behrain tehsil with the support of Sub-National Governance Programme.	2	Jan 2024
4.	Conduct 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.	6	Jan 2024
5.	Conduct 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 should lead to identify gaps and deviations of the existing practices against the international best practices and standards with respect to the selected services. The consultant will provide a comparative analysis of the current state of solid waste management and Bus Adda/Stand operations against	8	Feb 2024

<i>Sr.#</i>	<i>Activity / Task</i>	<i>Level of Efforts (days)</i>	<i>Timeline (Month)</i>
	international best practices and standards, emphasizing areas where alignment can lead to improved municipal service delivery.		
6.	Develop concept note for and manage and lead workshops (separately for each service) with stakeholders for existing legislations, policies, regulations, and contents of future subordinate legislations etc. This shall also include stipulations regarding gender mainstreaming and inclusivity of marginalized groups.	3	Feb 2024
7.	Present the outcomes of the stakeholders' workshops to the senior officials of the LGE&RD Department.	1	Feb 2024
8.	Develop drafts of the 02 sub-ordinate legislations by integrating relevant international best practices and standards into the drafted subordinate legislations, ensuring that the proposed regulations align with global norms for efficiency, sustainability, and environmental responsibility. Also, integrate lessons from the Bahrain model. The sub-ordinate legislations shall be inclusive of gender mainstreaming and gender responsive management of these services and also to ensure inclusivity of all interest groups including marginalized groups. The sub-ordinate legislations shall also be inclusive of management and monitoring & evaluation of these services. Further, these sub-ordinate legislations shall be developed in a manner to comprehensively respond to the requirements of Right to Information Act and Right to Services Act with respect to the management, operations, data and information, monitoring, and inclusivity dimensions of the provision of these services.	20	Jan and Mar 2024
9.	Present drafts of the 02 sub-ordinate legislations to the senior officials of the LGE&RD Department.	2	Mar 2024
10.	Follow up with LGE&RD Department for approval and notification.	3	Mar 2024
	Total level of efforts (days)	50	End by Mar 2024

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) 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, emphasizing areas where alignment can lead to improved municipal service delivery.
- b) Concept Note for Stakeholders' Workshops (separately for each service) highlighting existing legislations, policies, regulations, and contents of proposed sub-ordinate legislations etc.
- c) Report of the Stakeholders' workshops as above highlighting the inputs and feedback of the participants on the proposed contents of the sub-ordinate legislations.
- d) Draft of the sub-ordinate legislations (02 sub-ordinate legislations).
- e) Final Drafts of the Sub-Ordinate Legislations (02) after incorporating the comments / feedback from the LGE&RD Department and other relevant stakeholders.
- f) Draft of the notifications for dissemination 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:

Deliverable	% Payment
Research Paper on international best practices, standards, and gaps / deviations from existing practices with respect to the selected local services	20%
Report of the Stakeholders' Workshops (including the Concept Note)	20%
Drafts of the 02 Sub-Ordinate Legislations (along with presentations and briefs)	20%
Final Drafts of the 02 Sub-Ordinate Legislations (along with the Notifications for Dissemination, presentations, and briefs)	40%
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, 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 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 possess in-depth knowledge of information management systems, preferably Oracle-based systems. The candidates shall demonstrate ability to conduct scoping study / situation analysis for rolling out digital systems, especially relating to revenue management, to new setups or environments or organizations. 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.