

TERMS OF REFERENCE

HIRING OF THE LOCAL GOVERNANCE AND LOCAL REVENUE EXPERT UNDER THE PROJECT “STRENGTHENING CAPACITIES FOR IMPROVED MANAGEMENT OF LOCAL REVENUES AND LOCAL SERVICES”



Posted date	15-Sep-23	Last date to apply	27-Sep-2023
Country	Pakistan	Location	Peshawar
Type of Services	Consultancy (contractual)	Category	Local governance and local revenues
Position	1	Tentative commencement date of services	01 st Oct 2023
Level of efforts	100 person days	Tentative duration	01 st Oct 2023 to 30 th Sept 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 of the FRIMS.

B. 2. PURPOSE AND OBJECTIVES OF THE ASSIGNMENT

A Local Governance and Local Revenue Expert will be hired to provide overall leadership and supervision in the implementation of the above project. This expert will be responsible for developing terms of reference for all other experts to be hired under this project including expert for rolling out the digital system for local revenue recording and reporting, expert for developing sub-ordinate legislations for the select local services, experts for developing and imparting training materials for the capacity building of local level officials on local services and local revenues etc. This expert will also be responsible for overseeing the work of other experts, presenting all work done under this project to the Local Government Department of Government of Khyber Pakhtunkhwa and will also be responsible to provide technical support to all other experts under this project to achieve their deliverables.

B. 3. SCOPE OF THE ASSIGNMENT

The scope of the assignment will entail all tasks necessary to implement and supervise all activities under the aforementioned project. All activities will be performed at Peshawar with possible travelling to various districts of Khyber Pakhtunkhwa. Broadly, the scope will entail performing the following tasks:

- To provide overall leadership and supervision in the implementation of the project titled “Strengthening Capacities for Improved Management of Local Revenues and Local Services” under the Participatory Local Governance (PLG) project.
- To develop terms of reference for all other experts to be hired under this project.
- To provide technical support to all other experts under this project to achieve their deliverables and to ensure the timely delivery of their outputs and the quality of their outputs.
- To ensure effective coordination with relevant stakeholders including the officials of the Local Government Elections and Rural Development Department (LGE&RDD), Local Governance School (LGS), Local Council Board (LCB), PLG Project, and various local governments in Khyber Pakhtunkhwa.
- To ensure effective communication with relevant stakeholders.
- To ensure effective monitoring and evaluation of the project.
- To present all work done under this project to the Local Government Department of Government of Khyber Pakhtunkhwa, PLG Project, LGS, LCB, and various local governments.
- Present all work done under this project to the Local Government Department of Government of Khyber Pakhtunkhwa.

Activities and Tasks

The Expert will be responsible to undertake the following activities:

<i>Sr.#</i>	<i>Activity</i>	<i>Level of Efforts (days)</i>
1.	Inception meetings with CGPA, GIZ-PLG, LCB, and LGE&RD Department on various matters outlined in the scope of work etc.	2
2.	Develop detailed presentation and conduct meeting with the LGE&RD Department, LCB, or LGS (as the case may be) to agree on scope of the project in terms of geographic coverage, type of local services, own source revenues and any related matters.	3
3.	Develop terms of reference for all other experts to be hired under this project and provide assistance in the evaluation of experts for hiring.	10

<i>Sr.#</i>	<i>Activity</i>	<i>Level of Efforts (days)</i>
4.	Supervise and provide assistance in the formulation of sub-ordinate legislations under the Local Government act 2013.	10
5.	Supervise and provide assistance in the formulation of framework for the establishment of Citizen Liaison Cell	10
6.	Supervise and provide assistance in the revision of the Performance Management Framework and the Key Performance Indicators	8
7.	Provide support to the experts in developing presentations and participating in the meetings at LGE&RD Department, LGC, LCB, and TMAs and in coordination with development partners for developing synergies regarding the specific tasks under this project assigned to these experts.	15
8.	Review and provide inputs in the revisions, updating, and creation of new training material / manuals	12
9.	Provide assistance in arranging provincial level consultations including meetings and workshops on various subjects	10
10.	Participation in various capacity building / orientation sessions at the field level for quality assurance and guidance of the trainers / resource persons	10
11.	Undertake periodic progress reviews and participate in the progress review meetings with PLG Project and also support in formulation of periodic progress reports and project end report	10
	Total allowed working days	100

B. 4. DELIVERABLES

The Local Governance and Local Revenue Expert will be responsible to deliver the following results/documents either directly by him/herself or through the other experts to be hired under this project:

A. INCEPTION REPORT

This shall provide the detailed workplan for the conduct of this project. The workplan shall be based on consultative meetings, desk review, and interviews with the past training participants. The Inception Report shall also include a methodology to undertake the various activities including framing of the sub-ordinate legislations, formulation of framework for the establishment of Citizen Liaison Cell, improving the KPIs and the associated digital system, and assess the feasibility for the introduction of FRIMS as well as technical requirements in the 14 new identified TMAs. The Inception Report shall also develop strategy / action plan for preparing / updating training agenda and methodology and updating or preparing training manuals (including for refresher trainings for FRIMS) and for compiling / updating reading materials and information into handbook / booklet form for the use of resource persons and participants.

B. SCOPING STUDY REPORT

The Scoping Study Report shall comprehensively document the assessments carried out during the scoping study and shall contain recommendation for rolling out the FRIMS to the selected TMAs.

C. DRAFT SUB-ORDINATE LEGISLATIONS FOR IMPROVED DELIVERY OF SELECTED LOCAL SERVICES

Draft sub-ordinate legislations for improved delivery of selected local services will be produced (this may be byelaws, SOPs, or guidelines as may be agreed with the LGE&RD Department). This report will also contain the proceedings of meetings and consultative workshops held with the key stakeholders as an annexure.

D. FRAMEWORK FOR THE ESTABLISHMENT OF CITIZEN LIAISON CELL AT THE TMAs

This report shall contain a framework for the establishment of Citizen Liaison Cell at the TMAs. The report will also highlight key requirements and strategy for establishing the Cells. Besides, the actual implementation of the framework in the 02 pilot TMAs will be reported.

E. REVISED / UPDATED KPIs AND ENHANCED DIGITAL SYSTEM FUNCTIONALITY

This report will contain revised / updated KPIs and recommendations and action plan for enhancing the digital system functionality.

F. UPDATED TRAINING MANUALS AND TRAINING PLAN

This shall contain updated or new training manuals along with training agenda and methodology. With respect to the training on FRIMS, refresher courses will be arranged for the existing 19 TMAs. Updated reading materials and handbook / booklets shall also be the part of this deliverable. This shall also include the requisite PowerPoint presentations.

G. VIDEO CONTENTS AND STRATEGY FOR INTEGRATING VIDEOPEDIA WITH EXISTING PLATFORM

Up to 10 learning videos shall be developed. A strategy shall be chalked out to integrate the Videopedia with LMS at the LGS and other existing platforms.

H. CONDUCT OF TRAINING REPORTS

Reports shall be developed to capture the training activities in the various events as listed above.

I. PROJECT FINAL REPORT

A comprehensive consultative report shall be developed covering all meetings, events and trainings including list of participants (soft), important proceedings, decisions, minutes, discussions, results, photographs etc.

The timelines for the deliverables will be agreed with the Project Manager, CGPA.

C. PAYMENT

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

DELIVERABLE	% PAYMENT
Inception Report	20%
Scoping Study Report	10%
Draft Sub-Ordinate Legislations for Improved Delivery of Selected Local Services	10%
Framework for the Establishment of Citizen Liaison Cell at the TMAs	10%
Revised / Updated KPIs and Enhanced Digital System Functionality	10%
Updated Training Manuals and Training Plan	10%
Video Contents and Strategy for Integrating Videopedia with Existing Platform	10%

DELIVERABLE	% PAYMENT
Conduct of Training Reports	10%
Project Final Report	10%
Total	100.00%

D. REPORTING STRUCTURE AND COORDINATION

The services under this consultancy assignment will be supervised by the Project Manager, CGPA. The consultant will report to and will get directions during the currency of the provision of services from the Project Manager.

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 a relevant field such as development studies, environmental studies, social sciences, business administration, or a related field.
- Overall Experience: A consultant should have at least 15 years overall work experience in the developing sector of which at least 05 years shall be directly with the local governance and local revenues related projects or assignments.
- Relevant Experience: The candidates shall have extensive knowledge of the local governance and local revenues systems in Khyber Pakhtunkhwa. Experience of working with the digital systems in the public sector on public sector service delivery or revenue management is essentially required. Candidates having experience of working with the digital systems in the LGE&RD Department will be preferred.
- Strong communication and inter-personnel skills: The consultant should have excellent communication and inter-personnel skills to effectively convey information to the target audience. The consultant should be able to articulate complex concepts in a clear and concise manner and utilize available mediums for best designing of the deliverables under this project.
- Previous consultancy experience: Previous experience 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 required by CGPA.

F. HOW TO APPLY

Interested individuals can send their detailed technical proposal (80% weightage for evaluation), explaining the approach and methodology, CVs/Profile 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. CGPA holds the right to cancel the process of hiring before award of contract without assigning any reason thereof.

Evaluation criteria for the technical proposal shall be as under:

SN.#	CRITERIA	MARKS ALLOWED
1	Overall experience	More than 20 years, 10 marks Between 15 and 20 years, 7 marks Less than 15 years, 5 marks
2	Local governance experience	More than 05 years, 10 marks Between 02 and 05 years, 7 marks Less than 02 years, 5 marks
3	Number of assignments on local governance	05 or more, 10 marks Less than 05, 5 marks (0 marks if no assignment)
4	Number of assignments containing digital solutions	02 or more, 10 marks Less than 02, 5 marks (0 marks for no such assignment)
5	Understanding of TORs	10 marks
6	Methodology and approach	40 marks
7	Work plan	10 marks
	Total (maximum) Marks	100 marks

*Late submissions will not be entertained.