
Terms of References

Hiring of a Consultant / Firm to Identification of gaps in Local Government (LG) Acts, Identification of gaps in LF ACT and practices, develop policy papers and Identify gaps in Hindu Marriage registration and propose changes in structure etc.

Project Introduction

The proposed 8-months project, with a tentative timeline from January 2024 to August 2024 (subject to consultation with DAI), is dedicated to strengthening the operations of six Union Councils (UCs) situated in the district of Khairpur, Sindh, Pakistan. These six UCs, namely UC Wada Machiyoon, UC Ubri, UC Rafique Mahesar, UC Drib Mahar Shah, UC Pir Jo Goth, and UC Piryalo, serve as focal points for transformative change within their respective communities with prime focus to ensure mandatory involvement of women, youth and minorities. This project embodies a holistic approach, with its primary focus on community capacity enhancement, advocacy, and collaborative governance, all underpinned by the core principle of inclusivity. The project is expected to reach out (10,000) ten thousand community members including women and men direct beneficiaries and at least a minimum of 2 (two) million individuals across Sindh Province, Pakistan.

Project Background

Inclusive governance model to ensure that women, youth and minorities have equal participation in UC membership to voice their concerns and demands, in 6 Union Councils (UCs) of district Khairpur in 10 months, with scalability within the district and potential application across Sindh Province. Project Objectives: Following are the specific objectives of the proposed project: 1. Increase community awareness and engagement of women, youth, and minorities in the specified 6 Union Councils (UCs) of Khairpur District, through targeted outreach initiatives within a 10-month period, measured by a documented 20% rise in participation rates. 2. Strengthen the capacity of Union Council (UC) members, government officials, and relevant stakeholders in the project's target area in Khairpur District, Sindh, Pakistan, through structured training programs and workshops within a 10-month timeframe, with a measurable increase in knowledge and skills demonstrated through post-training assessments. 3. Launch an advocacy and mobilization campaign to empower the community, prioritizing the inclusion of women, youth, and minorities in expressing their concerns and demands in the project target area within 10-month, with quantifiable progress tracked through increased participation rates and documented testimonials of empowerment. To achieve this ambitious goal, the project has outlined three specific objectives

mentioned above are further explained below in three levels: Level 1: Increase Community Awareness and Engagement Strengthening Leadership within Union Councils (UCs) to Improve Responsiveness Page 5 Enhancing community awareness and engagement is the first step towards creating responsive and inclusive governance. In the context of this project, the focus is on women, youth, and minority groups in the six target UCs of District Khairpur. The project will begin by conducting a comprehensive needs assessment in each of the target UCs. This assessment will involve direct engagement with community members, including women, youth, and minorities, to identify their specific concerns, needs, and priorities. Engagement will also extend to local government officials, community leaders, and other stakeholders to gain insights into the existing governance structures and challenges. Based on the findings from the needs assessment, the project will develop tailored awareness campaigns and workshops. These campaigns will leverage various communication channels, such as community meetings, radio broadcasts, and social media, to disseminate information and engage with the target audience effectively. Information dissemination will include topics like civic rights, government services, and participation opportunities. To encourage participation and engagement, the project will

facilitate dialogue sessions, focus group discussions, and community-based events. These platforms will allow community members, particularly women, youth, and minority groups, to voice their concerns, share their perspectives, and actively participate in governance processes. Level 2: Strengthen the Capacity of UC Members, Government Officials, and Stakeholders Building the capacity of key stakeholders is essential to achieving responsive and inclusive governance. This aims to empower UC members, government officials, and other stakeholders in the project's target areas. The project will organize training programs for UC members, government officials, and relevant stakeholders. These programs will cover a wide range of topics, including gender sensitivity, minority rights, participatory decision-making, conflict resolution, and effective governance practices. The goal is to equip these individuals with the knowledge and skills necessary to promote responsive and inclusive governance. In addition, to formal training programs, capacity-building workshops will be conducted regularly. These workshops will provide a platform for UC members and government officials to exchange experiences, share best practices, and learn from one another. It will also develop a sense of collaboration and shared responsibility for governance improvement. Level 3: Launch an advocacy and mobilization campaign Initiating advocacy and mobilization processes is a critical component of the project, as it facilitates community empowerment and ensures that the voices of women, youth, and minority groups are heard and acted upon.

Community-based advocacy groups will be established to represent the interests of women, youth, and minority communities. These groups will undergo training in effective advocacy techniques, enabling them to articulate their concerns, demands, and expectations to local government structures. The project will work with these advocacy groups to develop targeted advocacy campaigns. These campaigns will focus on specific issues and demands identified during the needs assessment. They will use a variety of advocacy tools and strategies, including policy briefs, community meetings, and engagement with elected representatives, government line departments at provincial levels. To ensure that community concerns are heard and addressed, the project will facilitate dialogue between advocacy groups and government officials. This dialogue will serve as a bridge between the community and government, allowing for constructive discussions and the formulation of responsive policies and programs. Replication of Successful Model As the project progresses and achieves its objectives, it will simultaneously work towards developing a replicable model for responsive and inclusive governance. The project will collaborate closely with local government authorities at district and provincial levels to integrate successful governance practices and models into the broader governance framework of District Khairpur. This integration will help institutionalize responsive and inclusive governance principles. Drawing on evidence of improved governance and community engagement, the project will advocate for the replication of its model in other Union Councils within District Khairpur and potentially across Sindh Province. The aim is to expand the project's impact and reach a wider population. A continuous feedback will be gathered from community members and stakeholders throughout the project's duration. This feedback will be used to make necessary adjustments and improvements to the project's strategies, ensuring they remain responsive to evolving needs. The project will actively involve local institutions and government bodies in the planning and implementation process. This will create a sense of ownership and commitment to sustaining responsive and inclusive governance practices beyond the project's duration. Efforts will be made to encourage the development of policies and mechanisms at the local level that support responsive and inclusive governance. These policies will help create an enabling environment for continued progress even after the project concludes.

Purpose of the Assignment

The overall objective of the study is Utilize a combination of literature reviews, stakeholder interviews, and case studies to gather relevant data and insights. Analyze the findings to identify specific policy recommendations that address the gaps in UC functioning and enhance responsiveness to local residents' needs.

The policy paper, development through a consultant, serves as a strategic document that can guide decision-makers, local government officials, and community leaders in implementing positive changes. By focusing on improvement areas and fostering community involvement, the policy recommendations aim to strengthen the effectiveness of UC offices and enhance their responsiveness to the diverse needs of local residents.

Conducting a study to identify gaps in Hindu Marriage Registration and propose changes in the structure is a systematic approach to addressing potential shortcomings and enhancing the effectiveness of the registration process. The project will involve assessing the current Hindu Marriage Registration system, identifying procedural gaps, and proposing changes to improve its efficiency and inclusivity.

The outcomes of the study, presented through this consultancy, will serve as the foundation for policy recommendations aimed at enhancing the Hindu Marriage Registration process. The study contributes to the development of a more streamlined, inclusive, and responsive registration system that aligns with the needs and expectations of the Hindu community.

Scope of the work

Conduct studies, develop Policy papers, Policy gaps and analysis; to inform advocacy plan and action plan of the DAF agenda and Provincial Alliance Members for effective advocacy

Key Tasks

Skilled and experienced consultant / Firm will undertake a comprehensive range of work including identifying gaps in Local Government (LG) Acts and practices, analyzing gaps in Local Government (LG) Acts and practices, identify gaps in LF Rules and practices, develop policy documents, and identify gaps in Hindu marriage registration and propose changes in the system. The consultant will be responsible for the following tasks.

1. Identification of gaps in Local Government (LG) Acts and practices: The consultant should analyze the existing LG Acts and practices, identify any gaps or inconsistencies, and provide recommendations for improvement.
2. Analysis of gaps in Local Government (LG) Acts and practices: The consultant should conduct a thorough analysis of the identified gaps, explaining their potential impact on the local government system and proposing solutions to address these issues.
3. Identification of gaps in LF ACT and practices: The consultant should identify any gaps or inconsistencies in the LF Act and related practices, and propose recommendations for improvement.
4. Development of policy papers: The consultant should prepare policy papers on the identified gaps and proposed solutions, ensuring that they are well-researched, well-structured, and easy to understand. These policy papers should provide a clear rationale for the proposed changes and their potential benefits.
5. Identification of gaps in Hindu Marriage registration and proposing changes in structure: The consultant should analyze the current Hindu Marriage registration process, identify any gaps or inefficiencies, and propose changes to the structure to improve the process.

Work Plan

Following work plan needs to be followed – as per situation small changes can be made. Before assignment the consultant will submit the proposed methodology and work plan for discussion and approval.

Tasks	April-24			May-24			
Review of applications and selection of consultant							
Negotiation & signing agreement with selected consultant							
Development of inception report including methodology, analysis framework, report template and suggested tools							
Review of inception report and tools by SC							
Tool translation, review and piloting of tools in field							
Review of secondary information + finalization of tools by the consultant team							
Conduct primary data collections							
Digitization of collected quantitative and qualitative data							
Draft and submit study report, analyzed quantitative, qualitative data and power point presentation							
MDF / DAI review of draft study findings / report and presentation							
Finalization and submission of the final report and power point presentation							

Deliverables:

Deliverable 1:

The Consultant will submit an inception report on the execution of the assignment within ONE (1) week of the commencement of the consultancy.

Assessment tools MDF /DAI review and approval once the inception report is reviewed by MDF / DAI.

Deliverable 2: The Consultant will submit a comprehensive assessment report in both electronic version (in MS word and PDF) and signed hard copy. The document should be very precise and address each specific output/result. The consultant will submit the following:

1. Raw, clean and analyzed data in soft on hard drive and hard copies (paper format) of the data collected, which will be MDF / DAI ownership and must not be utilized by the Consultant for any other purpose.
2. Draft study report, within the agreed timelines, including the following:
 - ✓ Cover page (Logo / Name / Any Special Sign of consultant is not permissible on cover page as well as within report)
 - ✓ Acknowledgement
 - ✓ Table of content
 - ✓ List of Acronyms
 - ✓ Map of Project area
 - ✓ Executive summary
 - ✓ Introduction

- ✓ Project Background
- ✓ Methodology
- ✓ Limitation of the methodology
- ✓ Rational of the assessment
- ✓ Key Findings and Implications
- ✓ Suggested targets (if any)
- ✓ Conclusion and implications for program implementation and recommendations.
- ✓ Annexes

Deliverable 3: The consulting firm will deliver a high quality Power-Point presentation showing the critical preliminary study findings, before finalizing the report. Following the validation process, the consultant will be expected to update and submit a final PowerPoint presentation together with the final study report.

Specific Inputs to be Provided by The Funding Authority

Each deliverable is to be submitted to the funding authority for quality control and validation. Based on the comments and recommendations received, deliverables may need to be updated and finalized prior to formal approval by the funding authority and DAI.

Required Skills and Competencies

- Strong academic background in public administration, law, or a related field.
- Minimum of 7 years' experience in local government reform, policy analysis, or similar work.
- Strong research, analysis and report writing skills.
- Excellent communication and stakeholder skills.
- Familiarity with the local government system in the area is desired.
- Knowledge of LF ACT and Hindu Marriage Act will be an added advantage
- Working proficiency of English, Urdu, Sindhi and other local languages.

The firm/consultant will report to the Project Manager MDF and work in close collaboration with other relevant stakeholders.

Contractual arrangements will be detailed and further terms and conditions mentioned in contract agreement. Payments will be made based on the successful completion of the deliverables listed above, subject to quality control and validation by MDF, other key stakeholders and DAI.

Proposal Submission Instructions

The assignment will require the consultant to submit the following:

1. Technical Proposal (not more than five (5) pages) and detailed profile of Firm/consultant along with financial proposal which reflect value for money in PKR. The proposal should provide a deliverable-based workplan as per workdays of the consultant to have clear idea of value of time and cost to each deliverable. The proposal should also elaborate how Safeguarding will be ensured during execution of the designed process. The consultant or

team of consultants should establish their capability reference in relation to the desired scope of work as per ToRs, besides merely providing the Resume of the proposed team of consultants or individual consultant.

2. Financial Proposal with costs broken down by the following categories:

- I. Study Plan/meetings/review work/events
- II. Consultancy charges
- III. Boarding & lodging & other miscellaneous expenses

Timeline

The timeline for this assignment is 60 working days which includes all deliverables.

Reporting

The consultant will report to the MDF Pakistan throughout the assignment.

The tentative plan for payment to the consultant would be as follows:

1. 20 % upon signing of the agreement.
2. 30 % upon submission of mid-assessment report.
3. 50 % upon submission of the all deliverables.

Selection Process and Evaluation Criteria

All the proposals will be evaluated through a competitive selection process based on the following criteria:

Sr.no	Description of Items	Evaluation Points
1.	Profile and Technical Proposal	30
2.	Proposed Methodology and work plan	30
3.	Team CVs for the assignment	20
4.	Proposed Budget	20

Deadline and Procedure for Submission of Proposals

The deadline for submission of proposals is by or before **March 30, 2024**. Interested consultants should submit the following to **Management and Development Foundation-MDF**

1. Detailed technical proposal in line with the TORs comprising of creative methodology, innovative approach, resume/profile of the applicant, sample work.
2. Itemized financial proposal of the above-mentioned proposal. Please make sure that total budget in the financial quotation is inclusive of all the applicable taxes.
3. Only shortlisted consultants will be contacted.

The technical (including CVs & profile) and financial proposal should be submitted and addressed to, with clearly written assignment name written on top of this document:

Manager Finance & Administration

Management and Development Foundation (MDF)

House # B-30, Government, Employees, Cooperating, Housing (G.E.C.H) Society,
Near Soneri Bank Qasimabad, Hyderabad, Sindh Pakistan.

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