

**TORs**  
**Analysis of Gaps in Policy Formulation Processes with Focus on LGs in the Punjab and Khyber Pakhtunkhwa Provinces**

Project:	<b>“Strengthening of Local Governance Systems as a Catalyst for Improved Municipal Services Delivery in Punjab and KP”</b>
Last date to apply:	<b>13-03-2022</b>
Submission to:	<b><a href="mailto:hr@cpdi-pakistan.org">hr@cpdi-pakistan.org</a> along with proposal, CV and Cover Letter</b>

**About CPDI:**

Centre for Peace and Development Initiatives (CPDI) is an independent, non-partisan and a not-for-profit civil society organization, which has been working on issues of peace and development since 2003. It is registered under Section 42 of the Companies Ordinance, 1984 (XLVII of 1984). It was established by a group of concerned citizens who realized that there was a need to approach the issue of peace and development in an integrated manner. CPDI seeks to inform and influence public policies and civil society initiatives through research-based advocacy and capacity building in order to promote citizenship, build peace and achieve inclusive and sustainable development. Areas of special sectoral focus include promotion of peace and tolerance, rule of law, local governance, transparency and access to information, budget watch, media development, electoral reforms, legislative strengthening and democratic development.

**A. Background:**

Within the overall understanding and cooperation between the Governments of Pakistan and Germany, CPDI and GIZ are jointly implementing the “Strengthening of Local Governance Systems as a Catalyst for Improved Municipal Services Delivery in Punjab and KP” project to support the Local Government Departments in Khyber Pakhtunkhwa and Punjab in the formulation of capacity building mechanisms (both digital and face-to-face) for local government officials and elected representatives, with a special focus on women and youth. The project, which is implemented by Centre for Peace and Development Initiative (CPDI), aims to (i) build capacity of Local Government Officials through a comprehensive training programme; (ii) encourage more political participation by citizens especially of women and youth through leadership development sessions at community level; (iii) Engage policy makers to identify gaps for smooth implementation of effective service delivery mechanism through policy reviews and reflections; (iv) establish partnership with Tehsil Municipal Administrations (TMAs) to develop capacity of cadres of sanitary workers to work in a safe and effective manner, (v) Improve the performance of local governments to effectively provide local services to citizens through digitalization and use of ICTs; and (vi) launch on study on analysis of gaps and key opportunities towards effective service delivery of municipalities.

**B. Purpose of the Assignment:**

The overall purpose of this research assignment is to analyse strengths and weaknesses of the policy formulation processes in the Punjab and Khyber Pakhtunkhwa provinces between 2013 and 2021 regarding local government affairs. The research is expected to (a) describe the policy formulation processes, (b) identify gaps and weaknesses of these processes, and (c) result in recommendations about how the policy formulation process can be improved in the future.

The guiding hypothesis of the research is as follows:

Policy making process is not inclusive and consensus oriented, which is the reason that the adopted policies do not survive changes in the ruling political dispensation. When policies are not broadly owned and guarded, it is quite easy for the ruling political party change laws with simple majority in a unicameral legislature.

The research will focus on the following legislations as case studies:

- a) for KP: the Local Government Act 2013 and its major amendment in 2019
- b) for Punjab: the Local Government Act 2013, the two pieces of legislation adopted in 2019 (LGA and VP/NC Act 2019), and the new legislation (PLGO 2020) adopted in December 2020.

During the Inception Phase, the consultant will consider and suggest to what extent the formulation processes for lower-level regulations (such as the Rules of Business for local governments) will be added as case studies.

### C. Activities and the Timeline

The consultant will perform the following activities within the allocated number of days:

Description of Activities	Days
Discussion with the CPDI and GIZ team members for clarity regarding the TORs and expectations	02
Initial research including (a) review of primary and secondary literature on policy formulation and on local government policies of the two provinces ( including, for example, relevant websites- e.g. LG Departments, Punjab/ KP Assembly, etc., media reports, policy documents, court judgments, cabinet decisions and legislative proceedings; (b) review of relevant literature regarding international benchmark practices; and (c) online interviews with selected stakeholders for initial inputs to inform the research questions and the methodology and identify relevant policy makers.	05
Drafting of an Inception Report, which must provide (a) initial assessment based on the meetings with CPDI and GIZ teams and desk review of available primary and secondary literature including about international benchmark practices; (b) key research questions; (c) research methodology and the plan with precise list of interviewees and details about focus group discussions; and (d) mapping of stakeholders. The consultant may also reflect on the guiding hypothesis in the Inception Report and propose modification, if necessary.	03

Meetings/ interviews with relevant persons including (a) current and former ministers, legislators, heads of local governments and officers; (b) academics, journalists and civil society experts with experience of research, reporting or advocacy experience on local governments; (c) representatives of international organizations and development partners.	08
4 focus group discussions (2 in each province) with participation from diverse official and civil society stakeholders including representation from socially excluded groups.	04
Draft Policy Research Paper, which includes analysis on (a) practices that are institutionalized and sustain changes in political or administrative leadership, as well as those which were adopted at one or the other time but could not be sustained; (b) gaps or weaknesses, as identified by the stakeholders or in the light of international benchmark practices; and (c) assessment of critical junctures in the policy making processes; (d) recommendation about improvement in the policy making process and how those could be institutionalized. The Paper will provide insights about key differences in policy making processes between the two provinces and the socio-economic or political factors that explain how such differences have taken shape overtime. Moreover, the Paper may identify the role and influence of international organizations and development partners in the policy making process.	10
Presentation of key findings of the Draft Policy Research Paper to key stakeholders for their feedback and validation	03
Finalization of the Policy Research Paper in the light of the stakeholders' feedback	05
<b>Total Days</b>	<b>40</b>

#### **D. Deliverables and Payment**

Payment of fee to the consultant will be made against the following deliverables:

Inception Report	25%
Draft Report and the Draft Position Paper	50%
Final Report	25%

**E. Reporting:**

The consultant will report to the Project Manager in CPDI with additional reporting line to the Technical Advisor-Policy Reform and Institutional Strengthening, Support to Local Governance (LoGo-II) Programme.

**F. Qualification /Competencies required**

- A master's degree in public administration, political science, public policy, law or any other related social science discipline.
- Minimum 05-year experience of policy research, preferably with focus public policy analysis.
- Good understanding of local government system in the Punjab and KP provinces.
- Good communication skills, especially report writing skills and experience.