

**TERMS OF REFERENCE FOR HIRING OF SOCIAL MOBILIZATION PARTNER IN
SUPPORT OF COMMUNITY DRIVEN LOCAL DEVELOPMENT (CDLD) PROGRAMME
EXTENSION FOR FOUR YEARS (FY2017-18 to FY2020-21)**

A. Background

The Community Driven Local Development (CDLD) Policy framework, approved by the Provincial Cabinet of Government of Khyber Pakhtunkhwa (GoKP) in 2013, supports the broader reform agenda of the GoKP for achieving people-centered development, inclusive growth, and poverty reduction to rebuild the trust between the State and citizens, and indirectly, curb militancy in the region.

This Policy is currently being implemented in six districts of Malakand Division (Chitral, Dir Upper, Dir Lower, Malakand, Shangla, and Swat) under joint funding of GoKP and the European Union (EU) through budget support with active engagement of Community Based Organizations (CBOs), formed through intensive social mobilization processes in a phased manner. The CDLD Policy was approved prior to establishment of local elected councils under the Local Government Act 2013, and local body elections in 2015. Therefore, alignment of the CDLD Policy with the devolved governance system was a felt need raised from different quarters to support the government agenda of strengthening grassroots local government reforms.

In response to the tremendous physical and financial progress in the implementation of the CDLD Programme achieved over the last two and half years (FY2014-15 to 2016-17) in target districts of Malakand Division, the GoKP and the EU agreed in principle to extend financial support to the CDLD Programme beyond FY 2017-2018, from FY2018-19 until FY2020-21, and also expand the programme to six more districts in a phased manner. Three new districts (Haripur, Nowshera, and Buner) will be added in FY2017-18, and another three districts (Batagram, Torghar, and one more district to be decided by PCRC) in FY2018-19 of the extension phase. Under the revised CDLD implementation framework proposed for the extension phase, every Village Council/Neighborhood Council (VC/NC) in the target districts will be strengthened through active engagement of citizens supported by a comprehensive capacity building plan in participatory planning, project implementation, and monitoring of small scale village infrastructure schemes.

The outcome of joint VC/NC councilor and community member consultations will be the development of comprehensive VC/NC development plans (VCDPs). The social mobilization component of the CDLD Programme is empowering local communities to determine their development priorities, and implement CDLD financed small-scale community-identified and managed infrastructure projects for improved service delivery and enhanced livelihood opportunities. Social mobilization through the CDLD Programme is a response to the government's increasing commitment to participatory, sustainable, equitable, and accountable local development to bridge the trust deficit between citizen and the state.

Social mobilization support to mobilize VC/NCs and communities in the target districts during the extension phase is envisioned to be provided by independent social mobilization partners (SMPs) who will be hired by the Local Government, Election, and Rural Development Department (LGERDD). The GoKP will contract these SMPs for the extension phase FY2017-

18 to FY2020-21 based on successful achievements of the contract deliverables. For this purpose, GoKP is recruiting SMPs, having requisite expertise and resources for technical support in social mobilization, capacity building, and livelihood enhancement for the achievement of expected results under the CDLD Programme.

B. Overall Objectives

To mobilize communities in all VC/NCs in target districts to enter into partnership with the government for access to public funds for improved service delivery, livelihood enhancement to ensure economic growth, and local governance through the promotion of community-driven development initiatives in support of the GoKP CDLD Policy, in close partnership with local governments, particularly the VC/NCs.

C. Specific Objectives

To empower local communities through social mobilization, capacity development, and livelihood enhancement for participatory planning to access government funds using the CDLD Policy framework for development of small scale community physical infrastructure (CPI) for enhanced social cohesion, improved social services, and integration into local governance planning structures.

D. Target Area

There are a total of twelve (12) target districts, which includes six existing CDLD districts (Chitral, Dir-Lower, Dir Upper, Malakand, Shangla, and Swat) of Malakand Division, whereas six more districts are to be added in two phases. This includes three districts (Buner, Haripur, and Nowshera) in the first extension year (FY2017-18) and three districts (Battagram, Torghar, and one more district to be decided by PCRC) in the second extension year (FY2018-19).

E. Expected Results

The expected results from the SMP are as follows:

- Inclusive and representative system of community mobilization established and strengthened with improved interaction between elected representatives, civil society, and district and provincial authorities to foster social and economic development;
- Capacities of VC/NC representatives developed in leadership, management, strategic participatory planning, implementation, and monitoring of development investments, and strategic dialogue with local authorities on issues of quality public service delivery;
- VCDPs prepared to be utilized in VC/NC annual development planning and financing, and capacity building support to CBOs in implementation of the approved projects to be financed by CDLD;
- Provide all technical details of the CBO detailed project proposals (DPPs) to the respective pool of engineers (POE) for smooth implementation of the CBO projects, and orient and liaise with the POEs during implementation on the social support being provided to the CBOs.
- Mobilise, build capacity, and provide continuous capacity strengthening support to CBOs, including women groups, during detailed project preparation and CBO project implementation of CDLD financed projects, including CPI for basic needs and services, women specific interventions, and livelihood projects.
- Engage and support the already operational Local Support Organizations (LSOs) for livelihoods development under CDLD.
- Work in close partnership with District Government, POEs, Technical Assistance (TA), VCs/NCs, and CBOs and their networks to achieve CDLD physical and financial targets.

F. Roles and Responsibility of SMP

1. General

- Comprehensive understanding of the CDLD Policy intent as indicated in all the detailed procedures contained in the approved revised Notification of 23 June 2017; required results, annual targets, and processes, and regularly suggest to GoKP possible course corrections as required;

- Deploy required staff as per demand of the assigned tasks at district level;
- Develop an annual action plan to execute activities as per approved Terms of Reference (TOR) and contract agreement in an efficient and effective manner and as per CDLD guidelines issued from time to time. This will be done in close consultation with District Officer Finance and Planning (DO F&P). Once finalized the action plan will have to be approved by the DO F&P;
- Prepare and share progress against the action plan to different stakeholders as per approved timelines;
- Ensure submission of periodic progress reports related to execution status of project. Reporting against the agreed action plan, on the standard report template, will be addressed to DO F&P on monthly, quarterly, and six monthly basis apart from being presented in the weekly, monthly, quarterly and annual meetings called for the purpose.
- Prepare a quarterly community based training plan after consultation with, and approval by DO F&P.
- Maintain comprehensive database on CDLD work (both in hard and electronic form), and provide access to gender disaggregated data, information, reports, activities, and other material deemed essential for monitoring. This will also cover comprehensive data on VCDPs and calls for proposals (CFP) and projects approved, and progress against approved VCDP and CFP project implementation;
- Provide support to community networks such as LSOs in preparing standard, required documents needed for the approval of livelihood projects and further build their linkages with markets for its sustainability.
- Prepare and implement an effective gender strategy to achieve gender related CDLD targets.
- Assist in preparation of materials and guidelines, including those responding to the needs of women; and
- Assist district government during the implementation of programme activities in an effective and efficient manner;

2. Programmatic

a) Community envisioning

- Provide orientation to VC/NC representatives at tehsil level. This will cover introductory orientation to CDLD, revised mechanisms, process to develop VCDP, action plan and schedule for these consultations, and implementation of projects under CDLD.
- Conduct broad based community consultations to brainstorm, identify and prioritize issues, and finalize VCDPs with resolution from the meeting participants;
- Engage and orient clusters of CBO members in each VC/NC for VCDP and project implementation.

b) VCDP preparation

- Provide facilitation to VC/NC and community representatives (such as Social Services Committee representatives from Parent Teacher Councils, CBOs, Primary Care Management Health Committees, Water User Committees, and other organized fora at community level, and activists, social workers, retired civil servants and religious leaders) during inclusive preparation of the VCDP identification and prioritization of their needs for CDLD, and annual development plan initiatives;

- Facilitate VC/NC secretary during approval of VCDP from VC/NC elected council.

c) CBO formation and capacity building

- Constitute, reactivate, and train (financial management, measurement book record keeping, and procurement) CBOs for the implementation of small physical infrastructure and livelihood initiatives;
- Constitute, organize 2nd tier (VO), and 3rd tier (LSO) CBO network organizations;
- Train selected members of CBOs and their subcommittees on project implementation related processes and procedures; and
- Build the capacity of elected representatives on participatory planning, preparation of VCDPs, management skills, operation and maintenance, linkages development, LGA 2013 and related guidelines, and monitoring skills.

d) Technical support and DPP development

- Support CBOs during survey, design, and planning of proposed CPI projects; and
- Support CBOs in preparation, finalization, and submission of completed DPPs including all prerequisites of the approved DPP template.

e) Facilitation during livelihood project implementation

- Provide technical assistance to LSOs, and other community networks (such as VOs and BIGs – Business Interest Groups) during development of comprehensive operational business plans for livelihood projects along with proposals to ensure quality and sustainability.
- Reactivate 2nd and 3rd tier networks for livelihood projects especially CIF management;
- Capacity building of LSOs, VOs, and BIGs who are implementing livelihood projects during CIF management, procurement process, financial management reporting, and recording keeping;
- Support LSOs, VOs and BIGs during the registration process as suggested in the CDLD revised notification;
- Provide assistance to district administrations during the contracting process with LSOs, VOs, or BIGs for livelihood projects; and
- Undertake any other task assigned by district administrations during the livelihood project management cycle.

f) Support in implementation and fund disbursement

- Provide orientation to POEs on all approved CBO DPPs approved by the DDCs;
- Support CBOs in signing agreements with the district administrations;
- Provide social mobilization support to CBOs for effective and efficient project implementation;
- Maintain updated records related to each programme component to provide relevant information whenever required in an efficient manner;
- Ensure equity in general, and gender equity in particular in all development activities for the benefit of the entire target population; and
- Ensure close coordination with all programme stakeholders for smooth programme implementation.

g) Monitoring, evaluation, reporting, and management information system (MIS)

While the regular technical implementation supervision will be the responsibility of the POEs hired by the districts, the SMP shall ensure the following:

- Regularly update the CDLD MIS by uploading required CBOs DPPs information;
- Share important lessons learned, issues with proposed solutions, and success stories with all programme stakeholders;

- Prepare and share weekly (activities based progress), monthly (activity, output, and outcome) and six monthly (output, outcome, and results) reports to LGERDD in the standard format;
- Update MIS with all required data entries at district level efficiently and effectively;
- Undertake and incorporate changes in the documentation, reports, MIS, and other deliverables as and when required; and
- Undertake any other tasks assigned by district administration (DO F&P), or CDLD PIU LGERDD for effective implementation of the programme.

h) Communication and Visibility

- The GoKP has approved the implementation of a communication strategy to support the communication and visibility aspects of the CDLD Policy implementation including public awareness, community participation and stakeholder coordination.
- The SMP will be required to support the Strategic Communication Team of the CDLD Programme, CDLD PIU LGERDD and district governments in the target districts on:
 - Support for implementation of communication related events and activities in the field including project inauguration ceremonies;
 - Collect and share background material (photographs, statistics, and write-ups) on a regular basis about CDLD related activities in the districts. These will contribute to printed material including impact stories, monthly updates, biannual newsletter, thematic brochures, outreach posters, CDLD's website (www.cdldta.pk), and social media accounts on Facebook, Twitter, and Flickr etc.
 - Assist the CDLD PIU LGE&RDD in communicating CDLD as a completely provincial government long-term initiative, instead of a project initiated by SMP.
 - Facilitate the Strategic Communication Team in conducting field level communication activities, such as recording short videos, undertaking photo shoots and gathering community voices.
 - Improve coordination with the implementing partners and key stakeholders for the smooth conduct of the various communication activities. Also, ensure proper distribution of communication material among the intended recipients for proper coverage and wider outreach.
 - Ensure installation of approved signboards at each project site.

G. Selection Process

To ensure maximum transparency, the SMP selection process will be carried out at provincial level as per the details in these TORs, revised CDLD notification, and any further guidelines provided by the PCRC and PIU, LGERDD.

The consultant selection Committee notified at LGERDD will supervise the evaluation process and will forward the final selected SMP to Secretary LGERDD for approval. In compliance with the existing GoKP KPPRA rules, the following competitive bidding process will be adopted for selection of the SMP:

- a) For calling expressions of interest (EOIs) from SMPs, the PIU will launch a single advertisement for all concerned districts in two local newspapers having wide circulation through Information and Public Relations Department, GoKP.

- b) In response to the advertisement, interested organizations will submit their EOI along with all the required documentation to the Coordinator, PIU, LGERDD.
- c) There will be a duly notified evaluation committee having representation from LGERDD, EU, and CDLD TA;

As part of the EOI the interested organizations are required to submit the following documents:

- 1) Letter of intent;
- 2) Certificate of registration;
- 3) Copy of registration of income taxes department along with NTN number;
- 4) Evidence that organization has more than 3 years of experience in social and community mobilization process, implementation of community driven development projects, livelihood components, gender component preferably in respective district (annual progress reports or special reports highlighting experience of organization in social mobilization, capacity building, livelihood & CPI);
- 5) Evidence that the organization has experience in designing and implementation of a variety of CPI projects during the last five to ten years (annual reports of implemented projects showing details of CPIs with sectors);
- 6) List of full time human resource engaged with organizations.
- 7) At least, five (5) Annual Audit Reports approved from competent forums;
- 8) Three independent or 3rd party evaluation reports (midterm report for ongoing and final report for completed projects) implemented or being implemented for similar activities (social mobilization, CPI, livelihood, gender etc.);
- 9) A certificate or affidavit that the organization is not blacklisted by any donor or public-sector organization and has not been involved in litigation during last 10 years with any public sector organization or international donor;
- 10) Financial statements of the organization for the previous five financial years (showing annual opening and closing balance only). Financial statement must be issued and certified by the concerned bank.
- 11) The organization should not be political, discriminatory, ethnic, sectarian, or exclusionary in nature. This could be expressed in letter of intent; and
- 12) Any other document that strengthen an EOI against the criteria in the terms of reference given on links provided in this advertisement

H. Selection Criteria

The interested potential organizations will be evaluated in two steps. During the first step, a call for EOIs with preliminary requirements and primary evaluation criteria will be floated in newspapers. In response to the EOI, the applications received will be evaluated against the following criteria:

1. Step 1: Primary Evaluation

a. Preliminary Requirement

The applicant organization must be registered under one of the existing registration laws of Pakistan. Preference will be given to organizations registered under the Voluntary Social Welfare Agency Ordinance 1961, the Societies Registration Act 1860 and section 42 of the Companies Ordinance 1984 under Securities and Exchange Commission of Pakistan. This would be the basic qualifying criterion. Any organization not registered with at least one of these entities will not be considered.

b. Primary Evaluation Criteria

S.No	Criteria	MOV ¹	Score Criteria	Max. Score	Max. Sub Total.
1	Minimum 5 years of experience in implementing community driven development projects in various sectors in Khyber Pakhtunkhwa;				
1.1	Experience in mobilizing communities (5 years)	# of years	6 points/year	30	44
1.2	Designing and implementing CPIs	Project value (PKR)	1 point for projects < PKR10m. 2 points for projects between PKR.10-50m 3 points for projects between PKR.50 - 100m 5 points for projects > PKR.100m	5	
1.3	Implementation support /monitoring (3 years)	# of years	3 points/year	9	
2	Minimum 3 years of experience of developing linkages and executing projects with various donors, district government, and elected and appointed officials;				
2.1	Linkages and satisfactory working experience with various donors for 3 years	# of years	3 points/year	9	27
2.2	Experience of working with district government for 3 years	# of years	3 points/year	9	
2.3	Linkages and working experience with elected and appointed officials for 3 years	# of years	3 points/year	9	
3	Financial, managerial and human resource capacity to implement huge and complex program;				
3.1	Financial capacity	Audit reports	3 points/report	15	35
3.2	Managerial & Human Resource Capacity	Strength of professional staff	1 point/ 3 staff members	20	
4	Experience of working on the capacity building of elected representative under decentralized government , rule of business, planning and development guidelines, budget rules etc.				
4.1	Capacity building on decentralized governance	Annual/semiannual reports	10	10	20
4.2	Capacity building on rules of business, P&D guidelines, budget rules	Annual/semiannual reports	10	10	
5	Experience in implementing gender concepts	Annual/semiannual reports	12	12	12
6	Experience of result based approaches	Strategy/donor reports	12	12	12
7	Experience in implementing projects on livelihoods				
7.1	Income generation/enterprise development for enhanced livelihood/ /skill enhancement	# of beneficiaries	1 point/100 beneficiaries	10	30
7.2	Community Investment Fund (CIF)	Value of contribution	1 point/100,000	10	
7.3	Community Productive Infrastructure	Value of projects	1 point/1million	10	

¹ Means of Verification

8	Credibility with district government and communities				
8.1	Credibility with district government, communities, and donors	Awards, recognition letter	20 points	20	20
Total					200

2. Step 2: Secondary Evaluation: Call for Proposals

Organizations shortlisted on the basis of the primary criteria will be asked to submit in writing their proposal (technical and financial) which will be evaluated on weightage, 80% for technical (with scoring out of 100) and 20% for financial, covering the following:

a. Technical Component

Technical component of the proposal should be a comprehensive strategy on how effectively and efficiently the deliverables (given in Section-I) will be accomplished by the organizations by applying innovative social mobilization and capacity building approaches. The SMP is to provide social mobilization, engineering design, and implementation social mobilization support to the district government in each district in 100% VC/NCs from 1st January 2018 until

30 June, 2021. In case of consortium of organizations, only the lead organization shall be authorized for submission of technical and financial proposals, signing of contract agreements and ensuring quality performance against the agreed deliverables.

b. Financial Component

The interested organizations shall submit their budget per district, and may follow the format below to clarify details of their total cost submission:

S.No	Head	FY2017-18	FY2018-19	FY2019-20	FY2020-21	Total
1	Programme costs					
1.1						
2	Operational costs					
2.1	Staff					
2.2	Office					
2.3	Utilities					
2.4	Stationary					
2.5	Vehicle fuel					
2.6	Institutional Support @ %					
	Total					

There could be other heads to support the technical proposal.

c. Technical Evaluation Criteria

S#	Description	Maximum
1. Technical evaluation criteria		
1.1	Sound and innovative social mobilization and support strategy with methodologies that produce quick results (innovation in methodologies, delivery in timelines)	15
1.2	Confirming CDLD procedures, past experience (relativeness)	7
1.3	Detailed work plan (comprehensiveness)	10
1.4	Alignment of activities and outputs to the expected results of programme	7
1.5	Structure of SMP team, its qualifications, experiences, and responsibilities	40
1.6	Availability of resources required for programme implementation (material, equipment, supplies, offices)	7

1.7	SMP implementation quality assurance plan	7
1.8	Sustainability strategy	7
Total		100

d. Financial Evaluation Criteria

The financial proposal evaluation will be based solely on total cost submitted. The SMP with lowest total cost will receive full marks of 20%, with other financial proposal marks being proportionate to their total cost compared to the lowest cost.

I. Expected Deliverables

The expected deliverables from the SMP are:

1. Output Based Deliverables

- Number of VC/NCs mobilized and capacitated;
- Number of CBOs formed in VC/NCs especially in newly selected districts (CBO records with CBO and SMP);
- Number of CBOs reactivated (CBO records with CBO and SMP);
- Number of VCDPs prepared (VCDP records with VCs/NCs and SMP);
- Number of detailed project proposals developed against prioritized projects from VCDP and CFP cycle submitted to DO F&P and AD LG's; the number of DPPs dropped, sent back for revision by the TEC2 should not be more than 10%. This will be considered as serious deficiency in the deliverables and will be considered during annual SMP evaluation process;
- Number of CBO office bearers, VC/NC representatives, and CBO project committee members trained (reports and participants list);
- Number of VOs and LSOs formed (records of VOs and LSOs);
- Number of CBO's based project executed (project completion reports);
- Number of CBOs, VCDPs, DPPs entered into MIS; and PCM and CFP cycle entered into MIS.

2. General Deliverables

- Work plan, result framework, and capacity building implementation plan developed before implementation phase;
- Relevant programme M&E materials and reporting template designed, pre-tested, and produced on time, meeting requirements, and quality standards;
- CBO status monitoring reports prepared;
- Success stories and case studies completed;
- All required data and reports submitted including processes, physical and financial progress, on standard format within timelines to DOFP for further consolidation and dissemination. These include the following:
 - Monthly, quarterly, and annual work plans;
 - Monthly quarterly, and annual financial reports;
 - Weekly, biweekly, monthly, quarterly, and annual progress reports;
 - Evidence based activity reports;
 - Results based output reports; and
 - Any other outputs required by GoKP for CDLD Policy implementation level decision making.
- Effective training materials and activities organized, developed, and implemented to build capacity in participatory planning and implementation at community and various government levels;
- SMP programme monitoring and evaluation strategy and plan of action strategically developed and formulated, and SMP delivery of services effectively managed, supported, and executed;

- Monitoring and evaluation of SMP programme activities and preparation of reports on time and properly undertaken. Findings, experiences, lessons learned, best practices, and new methods effectively shared with government officials, programme staff, and other partners;
- Support provided (list of projects, CBOs, nominated committee members with complete details and field staff) to external monitoring and evaluation teams to conduct various studies and spot checks; and
- All MIS entries, including the following carried out:
 - CFP cycle entered
 - PCM entered
 - VCDPs entered
 - CBOs information entered
 - CBOs and elected representatives training data entered

J. Evaluation against Performance

The SMP will be responsible for implementation of the general and programmatic responsibilities mentioned in Section F. The performance of the SMP will be assessed against the deliverables mentioned in Section I.1 and I.2 and indicators given in table at **Annex-A** on an annual basis. Timeliness and quality of every deliverable will be evaluated during the annual SMP performance assessment. Contract renewal will be based on these annual performance assessments which shall be carried out by the GoKP and EU Delegation to Pakistan.

K. Contract Agreement

Total duration for the contract will be approximately 42 months (1 March 2018 to 30 June 2021). Once the selection process is completed, the provincial government shall sign a contract with selected SMPs for the entire extension period subject to renewal on an annual basis based on the recommendations of the SMP annual performance assessment.

Annex A of TOR

Performance Matrix for SMP

S.No	Indicators	Data Source	Financial Weight
1	Social Mobilization and CBO Formation		20%
	Number of orientation sessions conducted for VC/NC and tehsil representatives	Orientation Reports	
	Number of broad based community consultations conducted	Consultation reports	
	Number of orientation sessions conducted for cluster of CBO members	Orientation Reports	
	Number of CBOs formed in VC/NCs with no CBOs especially in newly selected district (CBO records with CBO and partner organization)	CBO profile/Database	
	Number of VOs (2nd tier of community organizations) formed	VO profile/Database	
	Number of LSOs(3rd tier of community organizations) formed	LSO profile	
	Number of O&M committees formed	O&M committee	
2	Capacity Building		20%
	Number of training materials developed in consultation with PIU	Training materials	

	Number of CBOs members trained in management and implementation of projects	Training reports	
	Number of CBO sub committees trained in project implementation related processes and procedures	Training reports	
	Number of O&M committees trained	Training reports	
	Number of VC/NC Planning committees trained in VCDP preparation	Training reports	
	Preparation of Plans/DPPs		20%
3	Number of CBOs with O&M plans	CBO O&M plans	
	Number of first applications validated for preparing DPPs	Validation reports	
	Number of VCDPs prepared and submitted within defined timeframe	VCDPs	
	Number of DPPs prepared for infrastructure projects and submitted within defined timeframe	DPPs	
	Number of DPPs prepared for livelihood projects and submitted within defined timeframe	DPPs	
	Implementation and Monitoring		20%
4	Number of VOs/LSOs supported in implementation of livelihood projects	SMP monitoring	
	Number of CBOs' capacity supported in record keeping regarding key CBO functions during implementation	SMP reports	
	Information Management, documentation, and Reporting		10%
5	Number of CBO profiles entered in MIS	MIS records	
	Number of VCDPs entered in MIS	MIS records	
	Number of DPPs entered in MIS	MIS records	
	Number of monthly progress reports prepared and submitted	Monthly Reports	
	Number of six monthly progress reports prepared and submitted	Six monthly reports	
	Number of project implementation reports prepared and submitted	Project implementation	
	Number of project completion reports prepared and submitted	Project completion	
	Number of case studies prepared and shared	Case studies	
	Program planning and management		10%
6	SMP team deployed at district level within defined timeframe	SMP report	
	Result framework revised and submitted within defined timeframe	Result framework	
	Annual action plan developed and submitted within defined timeframe	Annual action plan	
	Quarterly action plan developed and shared within defined timeframe	Quarterly action plan	
	CBO capacity building plan developed and implemented within defined timeframe	Capacity building plan	
	M&E plan developed and implemented within defined timeframe		
	Comprehensive database and records of maintained of CDLD implementation	Database/records	
	Effective gender strategy prepared and implemented within defined timeframe	Gender strategy	
			100%