

TORs for SP-25 – Other: Diagnostic Assessment of Urban Reform Programmes

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tama

**Technical Assistance
Management Agency**

Service Provider for

Punjab Devolved Social Services Program (PDSSP)

TERMS OF REFERENCE

Diagnostic Assessment of Ongoing and Past Urban Reform Programmes in the Punjab

Relates to MDG Goal: – 1, 7 & 8	Reference number: SP25
Impact: Improved municipal service delivery and sustainable development.	Output: Report on the lessons learnt from past and ongoing projects and recommendations for design of Urban Reforms Program.
National Consultants: 2 1. Municipal Infrastructure Development Expert 2. Research Assistant	International Consultants: 3 1. Institutional Development Expert/Team Leader 2. Municipal Services & Institutional Expert/Study Design & Review 3. Utility Management & Public-Private Partnership Expert/Study Design & Review
Expected starting date: February 2009	Period: 3 months intermittent input spread over 4 months
Estimated Budget: US \$ 128,224	

Introduction

The Punjab Devolved Social Services Program seeks to achieve progress with the Millennium Development Goals (MDGs) related to poverty, gender, education, health, and water supply and sanitation (WSS). The Program's objective is to strengthen

devolved social services for a more equitable, efficient, effective, and sustainable delivery of social services. The Program is built around three principal policy outcomes: (i) realigning intergovernmental relations to support devolved social services; (ii) rationalizing and setting minimum standards for social services; and (iii) strengthening the public accountability mechanisms and promoting public-private partnership. The Program covers all 36 district governments and 34 program Tehsil (town) municipal administrations (TMAs).

OBJECTIVES

The Government of the Punjab (GoPb) intends to develop urban areas of the Province into sustainable, liveable and well-managed engines of economic growth as envisaged in the Government of Punjab's Vision 2020 document. However, there are serious structural and institutional impediments to urban service delivery system. To address these shortcomings and to enhance economic growth, the Government of the Punjab has devised an Urban Reform Program. The thematic sectors covered under the said programme are:

- Urban Planning, Land Use Management and Development;
- Urban Transportation;
- Water Supply and Sanitation;
- Solid Waste Management;
- Parks and Horticulture;
- Information Management System; and
- Municipal Finance.

The Urban Reform Program intends to encompass all urban areas / cities in Punjab. GoPb has the World Bank (WB) and the Asian Development Bank (ADB) as development partners in this programme. The GoPb has been negotiating with the WB and the ADB to design and implement the said Programme. The WB intends to cover five large cities (inhabiting more than a million people) of Punjab e.g. Lahore, Rawalpindi, Multan, Faisalabad and Gujranwala, while the ADB programme would cover up to eleven intermediate cities (between 0.25—1 million) of Punjab namely,

Bahawalpur, Rahim Yar Khan, Sahiwal, Okara, Chiniot, Sialkot, Kasur, Sargodha, Jhang, Sheikhpura and Gujrat.

The WB and the ADB have been funding various infrastructure support programmes for addressing urban issues in Pakistan, including but not limited to Rawalpindi Environmental Improvement Project (REIP), Southern Punjab Basic Urban Services Project (SPBUSP), Punjab Municipal Development Fund Company (PMDFC), Punjab Municipal Services Improvement Project (PMSIP), Decentralisation Support Program (DSP), Sindh Cities Improvement Investment Program, and Punjab Devolved Social Services Program (PDSSP). To add to the list, the Department for International Development (DfID), UK has supported the establishment of the Strategic Policy Unit (SPU) in Faisalabad district. However, these programmes have shown variable success in bringing the desired outcomes and visible change in the overall efficiency of the cities.

To learn from the experiences of these programmes and in an attempt to avoid any mistakes in future donor funded programmes, the GoPb through the Urban Unit, P&D Department has requested for consultancy services versed with diagnostic assessment of urban sector development and service delivery. The focus of this assessment will be on determining the lessons learnt from these interventions and the ways in which they could be used to design the Urban Reform Program, so that the mistakes are not repeated and the positive aspects are assimilated in the proposed programme design. This will help the GoPb and its development partners in designing a multi-tranche financing facility (MFF) for urban reform programme in a manner that desired outcomes of the programmes are achieved and public is benefited in the end.

SCOPE OF WORK

The Consultants will be required to study the design of various donor funded programmes in urban Punjab ***including but not limited to*** the Rawalpindi Environmental Improvement Project (REIP), Southern Punjab Basic Urban Services Project (SPBUSP), Punjab Municipal Development Fund Company (PMDFC), Punjab Municipal Services Improvement Project (PMSIP), Decentralisation Support Program (DSP), Strategic Policy Unit (SPU) Faisalabad initiative, and Punjab Devolved Social Services Program (PDSSP). The consultants will also review the programme design for the recently approved Sindh Cities Improvement Investment Program. At the very outset, the consultants will prepare a list of programmes to be covered for the assignment, shared and agreed to in advance with the client, before any analytical work is carried

out. The consultants will be required to determine the positive aspects as well as the negative features of programmes' design and implementation by looking at the Programme Documents, Project Completion Reports, Mid-Term Review Reports or any other assessment carried out by these programmes. Additionally, they will also be required to conduct 30 in depth interviews with people who have been involved in the design/implementation of the programmes. Furthermore, to understand the ongoing project operations and management the consultants will also visit the infrastructure that has been financed by the projects and conduct in depth analysis. The consultants will be required to prepare a Report and make recommendations on the design and implementation framework of the Urban Sector Reform Program based on their study. A workshop is also proposed, in Lahore, at the end of the assignment in which the consultants would present their recommendations and areas for further analysis that could be covered at a later stage.

The Research Assistant will start work under the guidance of the TL at least a month to three weeks before the other consultants are to start work, so that by the time all the consultants are onboard the data needed for study and analysis is largely available and the core consultants for this study do not have to spend too much time collecting relevant documents and data.

QUALIFICATIONS

A team of the following consultants will be required for this assignment:

- Institutional Development Expert/TL (International)
- Municipal Infrastructure Development Expert (National)
- Research Assistant (National)
- Municipal Services & Institutional Expert/Study Design & Review Expert (International)
- Utility Management & Public-Private Partnership Expert/Study Design & Review Expert (International)

The consultants must have the following qualifications:

1. Institutional Development Expert

- A Master's degree in Management or Social Sciences, preferably from a foreign or local university

- Five years' experience of working on urban development planning and service delivery issues, including experience working with international organizations and exposure to international best practice
- Two years' experience of institutional assessment of programmes and projects in countries at a similar level of social and economic development as Pakistan
- Good working knowledge of the local government system at province-level
- Excellent communication skills in English
- Proficiency in computer skills for report and presentation preparation

2. Municipal Infrastructure Development Expert

- A Master's degree in urban planning, engineering and or any other relevant field, preferably from a foreign or local university; undergraduate or graduate engineering degree preferred
- Five years' experience as an infrastructure development specialist, including experience working with international organizations and exposure to international best practice
- Two years' of work experience on urban municipal infrastructure development – their construction, operations and management;
- Good working knowledge of the local government system at province-level
- Excellent communication skills in English
- Proficiency in computer skills for report and presentation preparation

3. Research Assistant

- Sixteen years of education culminating in a degree in Engineering, Business Administration or relevant Social Sciences
- Two years to relevant experience will be preferred
- Excellent communication skills
- Willing to undertake travel for data collection

4. Municipal Services & Institutional Expert/Study Design & Review (International)

- Masters degree in Urban Development or relevant Social Sciences
- 12 years of relevant experience including significant experience in developing countries in South Asia.
- Experience designing reform-oriented WSS and urban development projects for multilaterals is essential.
- Excellent communication skills

5. Utility Management & Public-Private Partnership Expert/Study Design & Review

- Masters degree in relevant Social Sciences
- 12 years of relevant experience including significant experience in developing countries in South Asia.
- Experience designing reform-oriented WSS and urban development projects for multilaterals is essential.
- Excellent communication skills

DUTIES AND RESPONSIBILITIES

The consultant will have the following duties and responsibilities:

1. Institutional Development Expert/TL

- At the outset and within two weeks, the consultant will review TOR together with the international experts/TAMA/PSU/client to ensure its relevance and feasibility and arrive at a mutually agreed programme within the broad framework of these TOR;
- In his/her capacity as a team leader, supervise, guide and support other member of the team for successful completion of this assignment;
- After discussion with the stakeholders, prepare a list of programmes/projects that would be covered under this analytical study;
- Maintain liaison with the international experts;
- Seek guidance from the international consultants on the study design and methodology;

- Seek guidance from the international consultants on the survey instrument to be used for data collection from the program designers/implementers through indepth interviews;
- Guide the Research Assistant in document and data collection – collection of program design/implementation documents and engineering data.
- As desk research, carry out a comprehensive review of programme design and implementation arrangements for each of the programmes/projects by looking at the programme documents;
- Compile a compendium of key documents/materials as reference document for the study and for International Experts/other stakeholders' review;
- Design survey instrument for in-depth stakeholder interviews, drawing on advice from international experts;
- Carry out in-depth stakeholder interviews to get first-hand information on the programme design and implementation arrangements, including the lessons learned and the pitfalls to be avoided for each of the programmes/projects to be covered for this assignment – it is envisaged that **thirty such interviews** would be required;
- Prepare recommendations for design of the Urban Reforms Program, drawing on advice from international experts through a peer review process for both the analysis and recommendation phase;
- Share the recommendations in the Stakeholder's workshop and, if needed, amend the recommendations based on the feedback received in the workshop; and
- Prepare a comprehensive, clear and concise report including the recommendations for the design and implementation mechanism for the Urban Reforms Program, and areas requiring further analysis.

2. Municipal Infrastructure Development Expert

- At the outset and within few days, the consultant will review TOR together with the International Experts/TAMA/PSU/client to ensure its relevance and

feasibility and arrive at a mutually agreed programme within the broad framework of these TOR;

- Assist the TL in preparation of a list of programmes/projects that would be covered under this analytical study;
- Assist and support the TL to carry out comprehensive review of programme design and implementation arrangements for each of the programmes/projects by looking at the programme documents;
- With the TL, carry out in-depth stakeholder interviews to get first-hand information on the programme design and implementation arrangements, including the lessons learned and the pitfalls to be avoided for each of the programmes/projects to be covered for this assignment;
- Prepare recommendations for the design of the Urban Reforms Program with particular reference to urban development issues, challenges, and sustainability of urban investment, drawing on advice from international experts through a peer review process for both the analysis and recommendation phase;
- Share with the TL the recommendations in the Stakeholder's workshop and, if needed, amend the recommendations based on the feedback received in the workshop; and
- Assist and support the TL in preparation of a comprehensive, clear and concise Report, in English, including recommendations for the design and implementation mechanism for the Urban Reforms Program, and areas requiring further analysis.

3. Research Assistant

- Work under the guidance of the TL;
- Data collection - program design and implementation documents along with engineering data from the field; and
- Support the TL in any other way desired for successful completion of this assignment.

4. Municipal Services & Institutional Expert/Study Design & Review

- Advise National Experts on methodology and design of study its methodology and surveys;
- Review compendium of program materials provided by National Experts, and other materials as needed, to support review and advice;
- Respond to intermittent queries as needed;
- Advise on design of stakeholder consultation;
- Review and advise on draft recommendations; and
- Review, comment on and provide suggestions to improve the draft final report.

5. Utility Management & Public-Private Partnership Expert/Study Design & Review

- Advise National Experts on methodology and design of study and surveys;
- Review compendium of program materials provided by National Experts, and other materials as needed, to support review and advice;
- Respond to intermittent queries as needed;
- Advise on design of stakeholder consultation;
- Review and advise on draft recommendations; and
- Review, comment on and provide suggestions to improve the draft final report.

DELIVERABLES

1. Institutional Development Expert/TL

- A mutually agreed programme within the broad framework of these TOR, drawing on advice from International Experts;
- A list of projects that would be covered under this analytical study;
- A comprehensive review of programme design and implementation arrangements for each of the programmes/projects by looking at the programme documents;
- Survey instrument for in-depth stakeholder interviews;

- Thirty in-depth stakeholder interviews to get first-hand information on the programme design and implementation arrangements, including the lessons learned and the pitfalls to be avoided for each of the programmes/projects to be covered for this assignment;
- Recommendations for the design of the Urban Reforms Program;
- Responses to comments from International Experts and appropriate revisions to deliverables based on discussion among stakeholders;
- A stakeholder report of workshop for sharing the recommendations, and, if needed, amend the recommendations based on the feedback received in the workshop; and
- A comprehensive report including, inter alia, the recommendations for the design and implementation mechanism for the Urban Reforms Program.

2. Municipal Infrastructure Development Expert

- A mutually agreed programme within the broad framework of these TOR, drawing on advice from International Experts;
- A list of programmes/projects that would be covered under this analytical study;
- Comprehensive review of programme design and implementation arrangements for each of the programmes/projects by looking at the programme documents with special reference to urban development issues and challenges;
- Thirty in-depth stakeholder interviews to get first-hand information on the programme design and implementation arrangements, including the lessons learned and the pitfalls to be avoided for each of the programmes/projects to be covered for this assignment;
- Recommendations for the design of the Urban Reforms Program with particular reference to urban development issues and challenges;
- Responses to comments from International Experts and appropriate revisions to deliverables based on discussion among stakeholders;
- Recommendations in the Stakeholder's workshop and, if needed, amend the recommendations based on the feedback received in the workshop; and

- Assist and support the TL in preparation of a comprehensive Report, in English, including recommendations for the design and implementation mechanism for the Urban Reforms Program.

3. Research Assistant

- Support to the TL in data listing and collection;
- Program design and implementation documents;
- Engineering data required from the field for successful completion of this study; and
- Output from any other task assigned by the TL.

4. Municipal Services & Institutional Expert/Study Design & Review

- Recommendations on design of review methodology, analytical study and related surveys;
- Intermittent advices to National Experts as requested;
- Review and comments on the National Experts' recommendations for design of the Urban Reforms Program, including responses to any follow-ups; and
- Review and comments on/suggestions for improving the draft final report.
- International Expert Inputs should be shared with key stakeholders and compiled for information.

5. Utility Management & Public-Private Partnership Expert/Study Design & Review

- Recommendations on design of review methodology, analytical study and related surveys;
- Intermittent advices to National Experts as requested;
- Review and comments on the National Experts' recommendations for design of the Urban Reforms Program, including responses to any follow-ups; and
- Review and comments on/suggestions for improving the draft final report.
- International Expert Inputs should be shared with key stakeholders and compiled for information.

DURATION OF INPUT:

- **Institutional Development Expert/Team Leader** – 3 months intermittent input spread over four months
- **Municipal Infrastructure Development Expert** - 3 months intermittent input spread over four months
- **Research Assistant** – 2 months intermittent input spread over four months
- **Municipal Services & Institutional Expert/Study Design & Review** – 15 days intermittent input spread over four months
- **Utility Management & Public-Private Partnership Expert/Study Design & Review** – 15 days intermittent input spread over four months

		TAMA Lead: Kees Groenendijk TAMA Project officer: Javaid Iqbal
Drafted By:	Naveed Saleh Siddique	Final/ draft: Final
Decision Date:		

Estimated Timelines:

Activities	MONTHS											
	1				2				3			
	1	2	3	4	5	6	7	8	9	10	11	12
Inception meeting	■											
List of Projects/Programs Finalized	■	■										
Data Collection by Research Assistant	■	■										
Input from International Peer		■										
Comprehensive Review of Design and Implementation Arrangements			■	■	■	■						
Thirty In-depth Stakeholder Interviews							■	■				
Finalize Recommendations for Program Design								■	■	■		
Input from International Peer								■	■	■		
Stakeholder consultative workshop											■	
Comprehensive Report									■	■	■	■

P.S. The input from the international peers may vary from the one indicated above, due to limitation of time-scale in the above chart.