

TIP Summary Sheet

Number: P-509	Theme: The TIP falls under the Thematic Area No.5 (Province Training and Capacity Building Arrangements)								
Title: 2 nd Generation Training Workshops for 5382 District and Tehsil Councillors from 19 Districts in Zone C & Zone D									
Client: 19 Districts of Punjab									
Cost: Rs. 38.042 million									
Location: Trainings will be arranged at respective districts headquarter level									
Duration: 3 Months									
Expected date of commencement: 15-03-2007									
Objective:									
<ul style="list-style-type: none"> • Provide training to 2nd generation of District & Tehsil Councillors of all Districts of Punjab 									
Key Deliverables:									
<ul style="list-style-type: none"> • Post training evaluation forms • Workshop wise Attendant Sheets • Payment Sheets for DSA to the participants with signatures • Registration Forms filled by participants • Workshop evaluation forms filled with participants • End of project reports (Zone wise) 									
Capacity Building Beneficiaries:									
5382 District / Tehsil Councillors of 2 nd Generation from 19 LG of Punjab									
Proposed Consultant Selection Method:									
Contract 1:									
QCBS		QBS		Direct Selection		Individual Consultant	X	PSO Implement	
TIP PSO Focal Person: Assistant Director (TA Loan)									

TIP Terms of Reference

A. Project Information

1	Overview	<p>In accordance with Section 159 (1) of Punjab Local Government Ordinance, 2001, which reads as follows:</p> <p><i>“The term of office of a local government shall be four years commencing on the 14th day of August of the year in which elections are held”</i></p> <p>The persons newly elected in the local government system will need to be trained and oriented about the new system, so that they are able to shoulder their responsibilities in an effective and efficient manner right after they are elected. Experience of training first generation local government political representatives has provided lessons for the content and methodology of these trainings. This will only be possible if proper training modules are timely developed and the elected representatives at appropriate levels are imparted training soon after their elections. This TIP has been devised to cater to these needs.</p> <p>A training module for training of District / Tehsil Councillors is under preparation in a separate TIP. The module will be used in this TIP to train a total of 4703 District and Tehsil Councillors by holding 157 training workshops. Due to enormity of the task the TIP will be implemented through four different contracts. The number of trainees and training workshops in each contract has been explained at Annex-I.</p>
2	Objective, Outcomes & key Deliverables	<p>Objectives</p> <p>The objectives of this TIP are as under:</p> <ul style="list-style-type: none">▪ Provide training to 2nd generation of 4703 District & Tehsil Councillors of selected 16 Districts of Punjab in Zone A and Zone B. <p>Outcomes</p> <ul style="list-style-type: none">• Capacity building of 5382 District & Tehsil Councillors belonging to 19 districts of Punjab through 154 training workshops (each of 3 days duration) <p>Key Deliverables</p> <ul style="list-style-type: none">• Post training evaluation forms• Attendant Sheets of 154 Workshop• Payment Sheets for DSA to the participants with signatures• Registration Forms filled by participants

		<ul style="list-style-type: none"> • Workshop evaluation forms filled with participants • Two analytical reports (Zone wise)
3	Beneficiaries (0.5 page)	All District / Tehsil Councillors of Punjab in Zone C & D will be trained under this TIP (details are given in Table I).
4	Implementation Methodology (2 pages)	<p>i. Training of Trainers</p> <p>One ToT will be conducted by team responsible for development of modules (hired under another TIP) consisting of Module Development Experts and DSP/ADTA experts. Duration of TOT would be six (06) days. ToTs will be conducted for 30 trainers hired under this contract out of which 24 will be finalised for the training roll out. The ToT will be held at Lahore.</p> <p>Each trainer will be required to successfully complete the Training of Trainers.</p> <p>ii. Training Roll Out</p> <p>a) Implementation of TIP</p> <p>Keeping in view the time bar it is suggested that the TIP may be implemented through individual consultants.</p> <p>It is proposed that a Cluster-based approach may be adopted to organize a series of 154 training workshops for over 5382 participants which includes District and Tehsil Councillors from all 16 districts of the Punjab province mentioned in Table I. The proposed methodology envisages undertaking the training in two of geographical Zones of Punjab simultaneously. The training workshops at district level would be organized in each zone in terms of the proposed arrangement, each workshop is supposed to accommodate a maximum of 35 participants from a cluster of neighbouring Tehsil as per proposed Schedule to be developed by the team of consultants:</p> <p>b) Composition of the Teams & Proposed Schedule</p> <p>The training manual has been designed specifically within the determined needs of 2nd Generation of elected local government's representatives. Six teams of trainers in each zone (two members in each team, preferably one male and one female) with extensive professional experience in facilitating experiential learning are required for delivering the manual. The relay method will be adopted in the implementation of this TIP. Two rounds of (6 each) Training Workshops (Mon – Wed & Thu – Sat) of training by each team in one go in the field would be conducted with one day rest on Sunday.</p> <p>The Consultants team must consist of a multidisciplinary team with the experience and competence to understand not only the development imperatives of the Devolution Plan, but also the sensitivities of the needs of local governments at a basic level. Apart</p>

from the core training experts, event management experts and managers will be hired, who shall serve as trainers and facilitators for effective and efficient delivery of the training module throughout the 134 training workshops in 16 districts of Punjab.

The TIP needs to be supervised through a functional team matrix bringing forth the required capacities for the Technical and Administrative aspects respectively. As referred to above, Six (6) different professional teams will undertake the implementation at different stages:

- A Training of Trainers (ToT) event will be conducted by module development team to train and equip the identified Trainers, where LG&RDD and Rural Development Academy of Local Government may send observers.
- Each team should be a gender balanced, comprising a Training specialist, and a development professional for each training workshop
- The workshop dates and training venues will be finalized on the basis of survey of facilities available at district headquarters and keeping in view the convenience of the participants.
- The formation of two separate tiers of training units will facilitate smooth implementation of the plan. Following is the proposed composition of each training unit with a designated task;

1. Training Management Unit (TMU)

A two-member team on behalf of ADTA – DSP based in PPSO Punjab will monitor the timely delivery of the module and ensure the requisite quality of training by applying set of different indicators of mean of verifications (MOVs). The training Management Unit should ideally comprise of

- **1 Senior training Coordinator**
- **1 Data Entry Operator.**

2. Two Field Training Units (FTUs)

Two Field Training units (1 in each Zone) will be established at Lahore and Rawalpindi comprising of;

- **1 Training Coordinator**
- **12 Twelve trainers***
- **2 Event Managers**

Tasks of Each Field Training Unit (FTU)

Each FTU will be conduct training workshops in different districts as per scheduled. In order to ensure, swift mobility of training teams and resource material from one district to another, Consultants may hire an air-conditioned van. The experience of travelling together can contribute towards building

spirit de corps among the members of training team, which has an indirect but positive impact on the quality of training.

Two Event Managers having proven track record of effective and efficient event management, acting as an administrative backbone for field logistics and facilitation on a day-to-day basis will be hired for FTU. The Event Managers will act as the advance party for setting up local facilitation in each venue, and rearguard for pre and post workshop activity.

c) Training Workshops

1. Lists of potential training participants would be acquired from LG&RDD/DCO/D. Nazim. A time-plan and route map will be prepared in consultation with the training teams and validated by DSP. After finalizing the training schedules for each zone, a formal letter of introduction from of the Government of Punjab ACS/LGRDD/SF/PD – PPSO - Punjab will be sent out to each of the expected participant intimating him/ her of the details of the proposed workshops. Confirmations will be sought through FTU followed by launching logistical arrangements by the FTU. The details should be properly communicated to DSP - TMU and updated on the regular basis.
2. The various training teams – FTUs – will then be mobilized to their respective zones **and time-line**. The Coordinators and **Senior Training Coordinator** will follow a structured quality management plan and visit appropriate venues all through the training schedule. DSP – PPSO & NPSO, ADTA and LGRDD will evaluate the progress independently and conduct surprise monitoring visits.

d) Training Material

To avoid loss of time due to electricity failures/technical bottle necks during the facilitation of learning process, the training manual will be condensed to **Flip Charts (laminated to write and wipe)**. Significant learning points of every session will be printed on charts for use during the workshop as teaching aid. The module development team will develop/design Flip Charts for the participants.

To ensure successful experiential learning during the course of the workshops, the Trainers will use white board, **Flip Charts**, and colour cards at each training workshop.

(A training pack containing reading materials (a list will be developed by Module developing team and handed over to the Trainers as a yard stick for monitoring purposes) other reference material and stationery will be handed over to each participant at the time of registration.)

e) Logistic Arrangements

Event Managers will visit Local Government offices in each districts of respective Zone and meet relevant functionaries

and will secure lists of potential participants.

A week before organization of training in each district, a Coordinator will visit each district of his/her respective Zone to meet the DCOs and District Nazims for seeking their support to training workshops. The Coordinator with the help of Event Managers will make all arrangements;

- **Selection of venue,**
- **Delivery of Training Stationary, white board, flip charts, and reading material**
- **Boarding/lodging of trainers etc.**

The program involves 154 workshops, spread over three days catering to 5382 participants in 19 Districts of Punjab, as given in Table I below.

TABLE 1

Zone	No of Workshops	No of Participants	No of Districts	No of Days
C Faislabad, T.T. Singh, Jhang, Khushab, Sargodha, Mianwali, Bhakkar	67	2351	7	34
D Multan, Khanewal, Layyah, Lodhran, Pakpattan, Vehari Muzaffargrah, Bahawalpur, Bahwalnagar, R. Y. Khan, Rajan Pur, D. G. Khan,	87	3031	12	43
Total	154	5382	19	77

To make the training workshops impact oriented, the Coordinators and Trainers need to consistently plan discuss and review matters and issues relating to organization of training with DSP's concerned officials as it would certainly facilitate smooth implementation of a challenging task. Prior to the commencement of the training activity in each zone, the Coordinator will hold meeting with his/her team to share logistical details. Similarly, each cluster of training workshop will precede a planning meeting to discuss training plan, workshop methodology and logistical arrangements and issues like distribution of responsibilities; adequacy of logistical arrangements and any other specific concerns arising from time to time. Throughout the training, the Coordinator will hold a debriefing meeting with the Trainers where

		issues like success and failures, impact of activities, feedback from participants and specific needs of participants would be discussed. These meetings will also facilitate the strategy for the coming day.	
5	Monitoring & Evaluation <i>(1 page)</i>	<p>Monitoring</p> <p>Throughout the currency of training program, different teams from DSP Punjab office/NPSO will make surprise visits to training venues. The monitoring teams will observe training sessions, interact with participants and get evaluation forms filled from the participants.</p> <p>The ADTA concerned team members will visit some of the districts personally to interact with participants at each venue. Some of the means of verifications are as follows;</p> <ul style="list-style-type: none"> • Attendance Sheets of Participants dually signed by Trainers • Pre & Post Test forms filled by participants • End of Workshop evaluation forms filled by participants • Training Report submitted by trainers • Pictures during training sessions • Monitoring reports by the visiting staff from PPSO, NPSO, ADTA <p>Monitoring and evaluation framework will be prepared by the M&E wing of DSP, PPSO Punjab. The M&E wing along with TIP Focal Person will be responsible for the M&E arrangements.</p>	
	Performance Indicators	<i>Provide indicators by Outcome only (not activity)</i>	
	<i>(1 page – table)</i>	<p>Outcome</p> <ul style="list-style-type: none"> • Training of 5382 District / Tehsil Councillors of Punjab 	<p>Indicator</p> <ul style="list-style-type: none"> • 5382 post training evaluation forms
6	Duration (months) <i>(0.25 pages)</i>	3 Months	
7	Institutional Arrangements <i>(0.5 page)</i>	<ul style="list-style-type: none"> • Individual Consultants will be hired for training roll out to district and Tehsil councillors. 	
8	TOR for experts <i>(1-2 pages depending on number of experts)</i>	<p>1. <u>Senior Training Coordinator for Zone C & Zone D</u></p> <p>Position: 01 Duration: 3 person months</p> <p>1.1 Responsibilities:</p> <p>Senior Training Coordinator will have the following responsibilities:</p> <ul style="list-style-type: none"> • Ensuring all necessary arrangements for carrying out trainings at the defined locations in the light of these 	

		<p>TORs and the directions of PPSO, Punjab.</p> <ul style="list-style-type: none"> • Ensuring proper consolidation and preparation of workshop-wise lists of all trainees as well as workshop scheduling • Maintain liaison and communicate with the Provincial Government and the Local Governments on behalf of PPSO, Punjab for the subject training. • Liaise with Trainers, project facilitators, event managers and all others engaged in arrangements for and holding of workshops for timely and effective conduct of workshops • Coordinate with Training Institute / Hotel's Staff to ensure that all class facilities (Flip Charts, Sound System etc) have been made available and are working properly. • Prepare and circulate training schedules to all target LGs after seeking approval from PPSO Punjab. • Make necessary logistic arrangements such as boarding and lodging and meal/tea arrangements for trainees at the selected locations. • Ensure provisioning of training material, equipment and stationery for workshops • Supervise training activity to ensure attendance of target trainees and keep name-wise daily attendance record of trainees and bring in notice of PPSO Punjab the names/details of absentees. • Submit regular workshop reports to PPSO Punjab on the prescribed format. • Submit an overall end of project report to PPSO Punjab on the format approved by Monitoring /Program Wing of PPSO Punjab. • Assist PPSO in monitoring the training activity at all levels. • Compile data of participants attending the workshops, logistics being used on daily basis. • Cause to be made necessary changes/amendments in the delivery of training on the basis of feedback received from PPSO. • Any other activity assigned by PPSO Punjab to complete the trainings. <p>You are expected to deliver the following tasks for the each training workshop:</p> <ul style="list-style-type: none"> • Effective delivery of three-day module • Registration of the Participants on given form • Dully filled and signed attendance sheet of three days • Disbursement of Remunerations to the participants specific form as per given rules • Conduct and Calculate the given format of Pre & Post Tests • Conduct and Calculate the given format of Workshop Evaluation • A complete Report consists of analysis of both Zones, lessons learnt, recommendations etc.
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1.2 Requirements:

Incumbent should have:

- a) A Post graduate-level degree
- b) Experience of arranging similar events
- c) Experience of working in the public sector
- d) Good knowledge of public sector and local government system in Pakistan
- e) Excellent communication skills in English, Urdu and Punjabi

2. Training Coordinator

Positions: 02

Duration: 06 Person Months (03 Months Each)

2.1 Qualification

- Master's degree preferably in Management, Business Administration or related social sciences
- At least 5 years experience of Conducting and managing workshops / training activities
- Strong leadership, team management and conflict resolution skills

2.2 Responsibilities

- Consolidate and prepare district wise lists of all trainees
- Prepare schedule of workshop sessions in consultation with trainers
- Attend training of trainers workshop in a satisfactory manner
- Liaise with Trainers for holding lectures / training sessions on time and without any delays
- Coordinate with Training Institute's Staff to ensure that all class facilities (sound system etc.) have been made available and are properly working
- Prepare and circulate training schedule to all target LGs after seeking approval from PPSO Punjab
- Supervise and manage the training teams imparting training at selected training institute
- Provide training material and stationery to trainees

3. Event Manager

Position: 04

Duration: 12 Persons Months (3 months each)

3.1 Responsibilities:

- Coordinate with the team of consultants for the arrangements of the workshop/training.
- Assist Regional Project Coordinators in all their activities

- Arrange logistics for the required number of workshops.
- Ensure the invitation, confirmation and participation of the trainees.
- Arrange payment of honoraria/TA/DA to the Trainers / Trainees as per approved rates.
- Ensure that all the training materials and required stationary are made available when ever required.
- Coordinate with Training Institute's Staff to ensure that all class facilities (sound system etc.) have been made available and are properly working
- Make other necessary arrangements including meals / tea for trainees
- Keep record of all expenditures incurred under the contract for audit/scrutiny
- Arrange availability of his team during the implementation span of the contract.
- Arrange printing of materials as per approved list and its safe custody and dissemination.
- Arrange the procurement of participant's folders as per specifications and required number.
- Design, print and distribute certificates among the participants as and when required.
- Obtain prior approval of PPSO of all deliverables, activities, procurement, payments etc.
- Perform any other related task assigned by PPSO

3.2 Qualification:

- A Graduate degree
- Proficiency in use of MS Word & Excel
- Must be mobile.
- Must have good management, administration and communication skills, and market knowledge.
- Must have knowledge of record keeping, accounting and public sector procurement procedures.
- Experience of organizing high profile workshops and performing of related tasks.

4 Trainers: 24 Positions (12 for each Zone)

Duration: 77 Person Days (Zone C & D)

Duration for TOT: 180 Person days (for 30 Participants including 24 trainers those who will be finalised for this TIP)

4.1 Qualifications:

- Bachelor's degree holder (preferably Masters)
- Five years experience of conducting training related activities.
- Good working knowledge of public sector and local government system in Pakistan.

- Excellent communication skills in English and Urdu

4.2 Responsibilities:

Trainers will be responsible for:

- To attend Training of Trainers workshop in a satisfactory manner
- To conduct designated number of training workshops using prepared training module
- Making full and effective use of all material in the module;
- Ensuring that workshops are participatory;
- Ensuring that workshops are based on the philosophy of experiential training;
- Adapting training modules to meet precise needs of workshop participants

5. Data Entry Operator

Position: 01

Duration: 03 Months

5.1 Responsibilities:

- Carry out various Data Entry Operations in the Training Management Unit working with the Senior Training Coordinator
- Assist in daily stock control of all the training workshops being conducted in different Districts or as advised by STC;
- Provide necessary secretarial support to Senior Training Coordinator;

5.2 Qualification:

- At least a Graduate, preferably with one year diploma in Computer Sciences / IT from recognized institution,
- Three years experience in MS-Office, Excel, Internet and e-mails,
- Short hand knowledge will be considered an added advantage. (Maximum age limit 35 years)

6. Project Facilitators (Resource Person)

6.1 Responsibilities:

- i. Maintain liaison with the PPSO Punjab at Lahore for the conduct of these trainings.
- ii. Maintain liaison with the Senior Training Coordinator (STC), Training Coordinator & PSO Punjab for these trainings.
- iii. Facilitate the STC and Training Coordinator for discharging his duties.
- iv. Facilitate the working of Senior Training Coordinator and Training Coordinator for that location. This will include:
 - a. Provision of necessary office support to the Senior Project Coordinator (STC);

		<ul style="list-style-type: none">b. Provision of support to the STC for office work as the facility to use computer, printer, etc.c. Facilitating the STC in ensuring that the nominated trainers attend the training as per the schedule prepared;d. Facilitating the STC in making logistical arrangements for the trainings, as booking of venue, arrangement of multi-media, sound system, meals, etc;v. An end of training report to be prepared and forwarded to PPSO indicating amongst other things the quality of trainings imparted, problems faced and suggestions / recommendations for future.vi. Any other help or assistance sought by the STC and Training Coordinator for completing the trainings or as requested by the Provincial Program Director, PPSO, Punjab. <p>6.2 Qualification: <i>The project Facilitators will be hired using the ADBs Guidelines for use of Resource Persons for TA Loans 1937-Pak and 1938-Pak. Government officer from the district or provincial department for each training venue will be used as Project Facilitator. In case of his absence, non-availability or lack of interest in the assignment, DO (F&P), DO (R) or any LG representative (e.g. ADLG) may be used for this work as Resource Person</i></p>
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