



Municipal Development and Lending Fund

Municipal Development Program (MDP III)- Cycle 2

Terms of Reference

**Support MDLF in the Development, Implementation, and Promotion
of Readable Budgets in the 25 LGUs of Gaza Strip**

Individual Consultant

Ref: 2.1.5.E10

April 2021



1. Background:

- The Palestine Liberation Organization, for the benefit of the Palestinian National Authority (PNA), has received initial financing of 91 Million Euros from the World Bank-International Development Association (IDA), Central Government, KFW, Denmark, SDC, VNG, GIZ, and AFD towards the cost of the 3rd phase of the Municipal Development Program (MDP3).
- The MDP3 is aligned with the PA's long-term strategy to consolidate and strengthen service delivery in the LG sector towards financially sustainable LGUs, as specified in the MoLG's Sector Strategy 2017-2022.
- MDP 3 is at the center of a series of interlocking interventions by the multi-donors in collaboration with the central government to strengthen the institutional development, accountability, and financial sustainability of local governance and service delivery in Palestine.
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- The MDP3 will consolidate and scale up past gains under MDP 1 and MDP 2 in municipal performance and accountability enhancement and will start enabling the environment at the central level and municipal partnerships with the private sector to improve the efficiency and sustainability of municipal services.
- **MDP III Project Components**
- **Component 1: Municipal performance and Service Delivery.** MDPIII is the third municipal development project to support and incentivize improvements in the development of municipal management capacity. Previous MDPs financed municipal infrastructure and service delivery through the provision of basic block and performance-based grants and provided demand-driven capacity development support for municipalities. This approach was very innovative in the design and has shown to be highly effective. The proposed MDP III would continue this overall approach while focusing more on improving financial sustainability and accountability in municipal service provision. Like MDPI and MDPII, municipal performance will be measured through Key Performance Indicators (KPIs), yet these have been substantially revised to reflect a greater focus on the sustainability of municipal services. Performance measurements will encompass three main areas for reform: i) Financial Performance and Sustainability, ii) Institutional Performance, and iii) Transparency, Accountability, and Participation.
- **Component 2: Capacity Development.** This component of the project would continue to strengthen municipal capacity in the project's three performance areas: (i) financial sustainability, ii) institutional performance and iii) transparency, accountability, and participation. In addition, specific attention will be paid to the higher-order needs of municipalities that will enable them to improve their financial sustainability and creditworthiness, strengthening other core municipal functions as well as strengthen their social accountability to their citizens and stakeholders.



- Municipal capacity development activities will continue to be identified by municipalities and MDLF to enable municipalities to achieve results and improve their performance. The performance measuring system will be applied to identify relevant capacity-building activities to the municipality, which will be delivered to improve capacity and sustain the results achieved.
- **Component 3: Municipal Partnership Projects.** This component will provide technical assistance and project financing to municipalities to a) engage more effectively with the private sector, and b) work across administrative boundaries to develop joint and/or innovative investments for municipal service delivery and local economic development. The Bank will finance only the technical assistance portion under Sub-component A.
- **Sub-Component A: Private Sector Partnership Support.** To better leverage private sector engagement, this component will support municipalities to identify, develop, and structure opportunities for private sector participation in municipal service delivery and local economic development on a demand-driven basis. This component will support municipalities to identify the potential modalities for private sector engagement, select the most relevant or appropriate modality based on feasibility, and design the implementation of the agreed modality. Specific areas for support would range from permitting and other processes to structuring private sector participation in infrastructure and service delivery (contracting out, joint ventures, special purpose vehicles, and build-operate-transfer agreements), as well as strategic land use planning and associated infrastructure development related to economic growth priorities. The component will be particularly important in terms of supporting technical and human capacity development at the municipal level. This sub-component, through DP parallel financing, will also provide project financing to facilitate local economic development in cooperation with the private sector.
- **Sub-Component B.** This sub-component will finance top-up payments complementary to the grant allocations under component 1 to incentivize municipal joint and/or innovative investments based on municipal demands to leverage economies of scale for municipal investments and facilitate financially sustainable municipal investments.
- **Component 4: Project Implementation Support and Management.** This component will finance goods and consultant services for monitoring and evaluation, outreach and communication, and local technical consultants for the engineering supervision of Component 1 and the MDLF management fee.

The MDLF, as the delegated implementation agency of MDP, intends to use parts of the MDP III Grant to hire individual consultancy (the Consultant) to perform specific tasks under the contract entitled “Support MDLF in the development, implementation, and promotion of Readable Budgets of 2021 in the 25 LGUs of Gaza Strip”.



1. Assignment Background

This assignment is part of the MDLF intervention belongs to window 2 of MDPII. Whereby the readable budget is considered as one of the social accountability (SA) tools that aim to enhance the constructive relations between citizen and state on the local level. This coincides with the MDLF effort to institutionalizing the SA in the local government sector with a focus on the readable budget as the main leverages in this process.

In this context, the Palestinian Ministry of Local Government (MoLG), alongside the MDLF has taken the lead to support municipalities in enhancing their relations with citizens and special efforts were done to enhance municipalities' financial disclosure of their budgets. In this regard, a national working group has been established, and national standards and formats on a readable budget were developed and implemented in the previous assignments.

Readable Budgets (RB) interventions which were supported by MDLF have enabled citizens to be informed about their LGU's budget and understand it in a better way. RB's are hence a crucial contribution to transparency of local governance and henceforth also to the LGU's accountability. This has also increased the positive culture of social accountability and readable budget in the Palestinian LGUs sector in Palestine.

The consultant will assist the 25 LGUs in Gaza Strip to update and publish their readable budgets as well as moderating the open dialogue sessions with representatives of civil society within the geographical scope of each municipality.

On the other hand, the work on this assignment comes within the context that was accomplished in the previous cycle of the same assignment in terms of the work methodology and the applied forms, as the consultant will make some adjustments that allow making analytical comparisons with the budgets of previous financial periods.

To this end, MDLF is looking for contracting a professional and qualified consultant to support MDLF in the development, implementation, and promote Readable Budgets in the LGUs of the Gaza strip. i.e., 25 municipalities.

2. Objective and Scope of the assignment

This assignment, in specific aims to support MDLF in the achievement of the following objectives:

- Support 25 LGUs in the preparation and development of their Readable Budgets that are in line with the agreed national standards which is endorsed by the RB National Working Group;
- Support the 25 LGUs in the publication and promotion of their Readable Budgets;
- Publish the produced Readable Budgets on Baladiyat.ps, and if existing, on the LGU's Facebook page. And, propose recommendations for disseminating the RB through other ways i.e., regular invoices, etc.);



- Perform the necessary editing for the applied design for posters and flyers/leaflets of the Readable Budgets supported municipalities.
- Hold a public meeting with the civil society representatives of each municipality for presenting and discussing the readable budget with focusing on the challenges of executing the budget of 2021¹. This meeting will be documented and published on social media.
- Production of a Video Documentary that documents the readable budget approach, best practices, achievements, and real impacts in publishing the readable budget.
- Deliver central workshop (targeting the 25 municipalities) that presenting the achieved progress of this round comparing the last round and manage open discussion with focus groups to evaluate the impact of implementing the readable budget.

Scope of work:

In realization of the objectives of this assignment, in close cooperation with the MDLF team, the following activities will be rendered:

Task One: Preparation and development of 25 RB LGUs

- Collect budget data directly from the LGUs (on the approved budgets of 2021).
- Collect extra data regarding the planned and executed budget for the year 2020 in addition to the debts of LGUs. And, due to the existed situation after the recent aggression on Gaza, the executed budget up to the end of June 2021 must be considered that to highlight the impact of the aggression on executing the budget for the remaining of 2021.
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- Collect extra data regarding the indebtedness of the LGUs highlighting their action to collect those debts.
- Collect any extra data that is deemed necessary by the targeted LGUs.
- Prepare readable budgets using data approved budget from LGUs. The Readable Budgets must be produced adhering to the national standards set by MoLG for Readable Budgets.
- Provide the necessary coaching to the targeted municipalities.
- Perform the necessary editing for the applied designs for posters and flyers/leaflets of the Readable Budgets that including the development of a brief narrative report for the budget. i.e., executive summary.
- Issuing the readable budget of each municipality and ensure its publication on Baladiyat.ps and, if available, on the LGUs' Facebook page/ Website or any other means.

¹ Considering this critical period after the 11-day aggression on Gaza last May in order to put the stakeholders from civil society in the form of the gap between the budget estimates and the actual achieved figures.



The output of this task:

- ✓ The Final version of posters and flyers/leaflets of the readable budget of each municipality is in a separate folder along with proof of their publication.

Task Two: Support the promotion and publication for the 25 LGUs RB

After finalizing and publishing the readable budget of each municipality, the consultant will perform the following activities:

- Hold an orientation meeting with the civil society representatives of each municipality for covering the following subjects:
 - Present the achieved readable budget of 2021
 - Open discussion with the attendees that focusing on the challenges of executing the budget of 2021 based on the result of the executed budget of 2020 with considering the situation after the recent aggression on Gaza.
 - Provide recommendations on how Readable Budgets would be disseminated by printing on municipal bills (such as income tax, water, electricity, etc.)
- In line with the above,
 - The consultant will document the raised questions and queries of each meeting.
 - The municipality is responsible for selecting and inviting the representatives of civil society of their area as well as will manage the preparations for holding the meeting.
- Produce a five to ten minutes documentary as the consultant will be responsible for:
 - Develop the documentary's overall concept and scenario.
 - Develop the documentary script and storyboard to be used in the shooting and production of the documentary.
 - Pick some photos and snapshots during the meeting to compile them in the film.
 - Interview selected interviewees for the documentary who shall include civilians, LGUs officials. And officials from MOLG.
 - Perform appropriate video filming and shoot interviews with the projects' major beneficiaries and stakeholders.
 - Record narrative and compose suitable background music for the video's content, animations, and visual motions and as requested, translate audio inputs into English for subtitles.
 - Translate audio inputs into sign language for subtitles.
 - Present a draft documentary to MDLF review/comments.
 - Incorporate the comment and produce a final 5-minute documentary on DVD and raw footage to MDLF.



✚ The output of this task:

- ✓ Report for the delivered orientation and feedback session for citizens representatives of each municipality that including the frequently asked questions (FAK)
- ✓ The final version of the documentary.

Note: The consultant must ensure that the social distance is considered in all meetings

Task Three: Central Workshop on Readable Budget highlighting experiences in cooperation with the National Working Group and the LGUs

- The consultant shall conduct a central workshop² on RB. This includes :
 - Develop an agenda, work plan for the workshop;
 - Presenting the documentary;
 - Printing, distributing and, Presenting the frequently asked questions (FAK);
 - Liaising with model municipalities to share experiences and obstacles.

The consultant will stress that the issuance and publication of the readable budgets must be done automatically and annually and with a direct effort from each municipality.

✚ The output of this task:

- ✓ Workshop report including photos and the final version of the documentary.
- ✓ Deliver the central workshop.
- ✓ Cover the workshop in the news.

Note: All materials arising out of the consultancy shall remain the property of MDLF

3. Deliverables & Time Frame

This assignment will be implemented within the period starting on the signature date of the contract and ending within three months.

The Consultant is expected to provide the following reports and deliverables for MDLF review and approval:

Deliverables	Due Date
<u>Deliverable #1:</u> <u>Report for the Final Version of the Readable Budget that includes the following:</u> <ul style="list-style-type: none">- Cover report that summarizing the activities which have been accomplished.	Two months after signing the contract.

² The hall reservation and its related logistics will be arranged by MDLF



<ul style="list-style-type: none">- Documentation for the coaching interviews with each municipality.- The final version of the Readable budget of every municipality.- Documentation for the publication of the readable budget of each municipality.- Documentation for the provided designs for posters and flyers/leaflets And, the proposed recommendations for the promotion of the Municipalities' RB.	
<p>Deliverable #2:</p> <ul style="list-style-type: none">- Report for the delivered orientation and feedback session for citizens representatives of each municipality.- The Documentary film along with all related documentation.	Three months after signing the contract.
<p>Deliverable #3:</p> <p>Report for the delivered workshop. The report must include the presentation and documentation for the raised subjects of discussions and the recommendations & lessons learned. The report must include an evaluation of the trainees' feedback and photo documentation.</p>	Two weeks after delivering the orientation to the targeted LGUs.

All documents shall be submitted in hard and soft copies.

4. Qualifications of Social expert

- Post Graduate in relevant social sciences.
- Solid background in training skills. At least 5 years of experience in addressing capacity development and training.
- Solid experience in the subject of Readable Budgets and their application in the local government sector.
- Social Accountability and Demand for Good Governance - Foundational knowledge of social accountability.
- Extensive experience in producing development work-related documents for publication and documentaries.
- Communication – High communicating skills and presenting information in a clear and organized manner.
- Possess the qualification to conduct workshops

5. Level of Effort

This contract is a lump-sum contract with a Level of Effort of Seventy-five working days (a working day is eight hours) and a total duration of five months.



The estimated LOE is divided among the assignment' tasks as follows:		
Task # 1: Preparation and development of 25 RB LGUs	70	
Task # 2: Support the promotion and publication for the 25 LGUs RB		
Task # 3: Prepare and Deliver Central Workshop on Readable Budget	5	
Total	75	

6. Contract Type and Payments Schedule

This contract is a lump-sum contract. Payments will be arranged according to the following:

- **Payment 1: 30 %** of the contract amount upon the delivery of the Final Version of the Readable Budget (deliverable # 1) & approval by MDLF.
- **Payment 2: 40%** of the contract amount upon the delivery of the orientation report & the documentary film (deliverable # 2) & approval by MDLF.
- **Payment # 3: 30%** of the contract amount upon the delivery of the workshop report (Deliverable # 3) & approval by MDLF

7. Reporting and Management

The Municipal Development and Lending Fund (MDLF) will be responsible for coordinating activities with the consultant, processing payments, and for acceptance of the deliverables. The project will be managed by **Osama Nabahin** his address is:

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