

Terms of Reference for

“Support the preparation of Strategic Development and Investment Plans (SDIPs) in selected municipalities / Jerusalem, Jericho and Ramallah Governorates (24 municipalities)”

Reference No.: 3.1.1.3

1. Background:

The Palestine Liberation Organization, for the benefit of the Palestinian National Authority (PNA), has received initial financing of 130 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. 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 a basic block and performance-based grants and provided demand-driven capacity development support for municipalities. This approach was very innovative at 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 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 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.

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 Municipal Development and Lending Fund (MDLF), as the delegated implementation agency, intends to use part of the Grant to hire consultancy firms (the Consultant) to perform specific tasks under the contract entitled “**Support the preparation of Strategic Development and Investment Plans (SDIPs) in selected municipalities**”.

2. Objective of this assignment

The main objective of this assignment is to provide technical assistance and support to selected municipalities in developing their Strategic Development and Investment Plans (SDIPs). Taking into consideration the updated SDIP national methodology (2022) in accordance to the new approach that includes subjects related to climate change and social profile adopted by the Ministry of Local Government (MOLG).

3. Scope of Work

The MDLF is in the process of contracting consulting firms to support 15⁹ municipalities (13⁶ WB and 25 Gaza) in the development of their SDIPs. Each consulting firm is responsible for supporting the development of the SDIPs in selected municipalities (see Annex 1).

The scope of this assignment is to ensure the quality, in terms of process and outputs, of the consultancy firms that are supporting municipalities in developing the SDIPs according to updated manual. While performing this assignment, the Consultant should adhere to the updated methodology that includes the concept of Climate Change and Social Aspects regarding the steps and procedures specified in **the Updated Procedure Manual of the Strategic Development and Investment Planning (SDIP) for**

Palestinian cities and towns (2022) that was prepared by MOLG. The manual will be the reference that the consultant should follow and will be accountable for implementing.

The following is highlighting updated tasks according to the 2022 methodology that will include but not limited to:

- Review and Rapid Assessment (RRA) the existing SDIPs done for the years 2018-2022, in order to benefit from the lessons learnt from the previous SDIPs and ensure the effectiveness of the plans and its implementation in addition to measuring citizen satisfaction.
- Conduct a training session for selected staff from the municipalities about the SDIP updated manual 2022 to include new trends related to local government - Climate Change and social Aspects.
- Conduct an orientation session for the community as public awareness for the SDIPs including the updated methodology related to the Climate Change and vulnerable groups and disadvantaged communities¹.
- Help the municipalities in preparing the promotional plan of the SDIP's
- Ensure the participation of the local community, vulnerable groups and disadvantaged communities in all the planning process.
- Help municipalities in conducting the workshops and public meetings and make sure they invite marginalized groups and ensure their participation in the planning committee.
- Help municipalities conduct a special workshop for the vulnerable groups and disadvantaged communities in the diagnostic phase to ensure the intervention of the environmental and social aspects, also reflecting the workshop participation percentage in the diagnostic report.
- Ensure that all vulnerable groups and disadvantaged communities are included when categorizing the issues and the program, and prioritizing the project taking into consideration the environmental and social aspect according to the updated manual 2022.
- Ensure that all the priorities of vulnerable groups and disadvantaged communities are included during the implementation of the annual plans while preparing the complete SDIP's
- Ensure that vulnerable groups and disadvantaged communities are included within the groups that approved the final document of the SDIPs during the second public hearing.
- Prepare all the documents and reports related to the SDIP and ensure that it is according to the updated manual 2022.
- Prepare the final handout and the final SDIP document as accepted by the municipalities and MDLF Planning team.

¹ Vulnerable groups include children, women, youth, elderly people, disabled people and refugees. Disadvantaged communities are those people who, due to their characteristics and circumstances, being excluded from social and infrastructure services or economic opportunities.

In realization of the objective of this assignment, the Consultant shall render the following tasks:

Tasks	Description/Responsibilities
<p><u>Task One:</u></p> <p>Support² the preparation of the planning processes</p>	<p>The Consultant shall support the selected municipalities in setting up their internal structure and be ready to start the planning processes. Deliverables include the preparation of terms of reference and detailed implementation plans. In this regard, the Consultant shall:</p> <ul style="list-style-type: none"> ➤ Support the selected municipalities in setting up the internal structure of the planning process and formulating the following core committees/ teams: <ul style="list-style-type: none"> ○ SDIP core team ○ SDIP committee at the council level ○ Sector/ Thematic groups. ➤ Organize orientation session to the SDIP core team, key municipal staff, and council members on the SDIP general methodology, tools, and processes. ➤ Conduct training for the planning team on the updated methodology done by MoLG on 2022 that contains the new concept of the Climate Change and social Profile. ➤ Conduct orientation for the council members, key municipal staff and core planning team on planning for joint projects. ➤ Support the selected municipalities (including the different core teams) in preparing their action plans for the planning processes and identifying required resources, responsibilities, and timeframes. ➤ Support the selected municipalities (including the different core teams) in preparing an awareness and outreach plan. ➤ Support the selected municipalities in identifying key stakeholders and their involvement/consultation plan throughout the planning process, drawing on the SDIP manual and the public participation manual. ➤ Ensure that the selected municipalities are ready to kick-off their planning process.

² This definition applies to wherever the term “support” is used all over this document: By support it is meant that the consultant will guide the municipality and related working group on why and how to perform the activity/step, monitor the implementation, quality assure the output and re-guide the municipality and related working group on how to correct and improve the quality of the output till the quality is acceptable to the consultant, MDLF and MOLG.

	<ul style="list-style-type: none">➤ Tracking the activities of SDIPs' implementation within the SDIP planning process and make sure that the environmental issues and social aspect are cross cutting with all the activities.➤ Ensure that all activities implemented within the SDIP processes at the local level are being conducted in accordance to the updated manual (2022). This should ensure that the implementation of the approach will have a certain flexibility to accommodate any lessons learned and generated from the local level.➤ Give the municipality recommendation about preparing the SDIP's and direct the institutionalization of the planning process stages.➤ Help the municipalities in preparing the promotional plan of the SDIP's and ensure the participation of the local community and the vulnerable groups and disadvantaged communities in all the planning process.➤ Special attention from the Consultant should be given to the institutionalization process of the SDIP within municipalities. Institutionalization should consider raising the capacities of the municipality's planning team.
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<p><u>Task Two:</u></p> <p>Facilitate and support the planning processes</p>	<p>The Consultant shall support the selected municipalities in initiating and conducting their planning processes in accordance to the updated SDIP approach (2018). Deliverables are preparation of Community Stakeholders’ maps and consultation plans, ToRs for the working groups, documentation of stakeholder meetings, Diagnostic/Assessment Report, Strategic Development Framework, and completed SDIPs. Throughout the different planning phases, the Consultant shall:</p> <ul style="list-style-type: none"> ➤ Support the teams of the selected municipalities in inviting for, conducting, and reporting on the public meetings and stakeholder workshops. ➤ Support the municipality in ensuring that all community groups are included in the planning process. ➤ Support the municipality in ensuring that vulnerable groups and disadvantaged communities are represented and included in the planning process. ➤ Support the municipality in mobilizing the local community to participate in the planning process. ➤ Provide the necessary expertise and experts to facilitate and moderate the discussions in the different working group meetings, workshops, and public meetings. Ensure a professional and neutral role in all the discussions. ➤ Facilitate joint planning meetings among municipalities when applicable. ➤ Ensure that all meetings and workshops are appropriately documented and preserved. ➤ Support the teams of the selected municipalities in producing the key outputs of the planning phases. The consultant should also ensure quality production, including: <ul style="list-style-type: none"> ○ Diagnostic/Assessment Report ○ Strategic Development Framework, including: Vision and Strategic Objectives ○ Strategic Development and Investment Plan (SDIP Document), including: Action, monitoring and evaluation plans.
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<p><u>Task Three:</u></p> <p>Conduct specific studies/ research as needed</p>	<p>As needed and identified during the planning process, the Consultant shall conduct any specific studies/research (that include recommendations) on topics of relevance to the strategic issues to be tackled by the municipal SDIPs. Deliverables are sectors, studies and research report. In this regard, the Consultant shall:</p> <ul style="list-style-type: none"> ➤ Provide the required relevant experts especially the expert of Climate Change and the social profile to advice on the sectors or sub-sectors identified by the municipality and stakeholders during the planning process. ➤ In coordination with the relevant thematic groups, the experts shall: <ul style="list-style-type: none"> ○ Conduct comprehensive assessment of the sector/sub-sector under consideration. The assessment shall include any field visits, meetings, or/and research. ○ Report and discuss the assessment progress (and results later on) regularly with the relevant thematic working group. ○ Ensure that the assessments (and their recommendations) provide a solid input and ground to the relevant thematic groups to design responsive interventions. ○ Support the relevant thematic groups to design proper interventions. ➤ Review all products produced by the local teams of the SDIP development process such as the assessment reports, the workshop documentations, strategic framework, SDIP documents, project profiles, social profile, Climate Change, etc. Ensure that such products meet the minimum quality standards stipulated by the SDIP Manual and the MDLF. <p><u>Preparation phase report</u></p> <ul style="list-style-type: none"> ➤ The composition of the different committees and groups and Terms of References for each of the core committees ➤ Detailed implementation plan of the planning process (including timeframes, responsibilities, and resources). ➤ Awareness and outreach plan. ➤ Awareness of the vulnerable groups and disadvantaged communities. ➤ Awareness of the Environmental issues spatially on the Climate Change as updated as in the SDIP manual. ➤ Community Stakeholders’ map and involvement/consultation plan ➤ Terms of References for each of the thematic as well as the issue-specific working groups taking into consideration the vulnerable groups and disadvantaged communities.
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	<p><u>Diagnostic/Assessment Report</u></p> <ul style="list-style-type: none"> ➤ Diagnostic/Assessment Report (provided in accordance to the structure suggested by the SDIP Manual). ➤ Specific studies/ research as needed. ➤ Participation of the vulnerable groups and disadvantaged communities during the diagnostic stage to determine their priority. ➤ Ensure that the Environmental issues are included with the diagnostic stage.
	<p><u>Workshops and public meetings report</u></p> <p>Documentation of all public meetings, working groups’ meetings, and stakeholder workshops (incl. participant lists and a summary of key issues discussed, decisions taken, and next steps).</p> <p>Ensure that the vulnerable groups and disadvantaged communities are targeted within the workshops and public meetings.</p> <p>Ensure that the Environmental issues related to climate are raised in the workshops and public meeting.</p> <p><u>Strategic Development Framework</u></p> <ul style="list-style-type: none"> ➤ Strategic Development Framework, including: Vision and Strategic Objectives that include the social profile and Climate change. <p><u>Complete SDIP document</u></p> <ul style="list-style-type: none"> ➤ Complete SDIP document (provided in accordance to the structure suggested by the SDIP Manual) ➤ An executive summary and list of projects in English language <ul style="list-style-type: none"> • Submit regular reports on the progress on the SDIP development process in all concerned clusters and municipalities on regular basis (bi-weekly). At least, such reports should tackle the progress against implementation plans, adherence to SDIP approach, lessons learned, challenges, etc. • Report on the compliance of the consulting firms with the MDLF contractual regulations and terms in a timely manner. • Report on the quality of each SDIP deliverable per municipality for all targeted municipalities in a timely manner. <p>Final SDIP document should be revised and make sure about the quality and the final handout.</p>

<p><u>Task Four:</u> Conduct training sessions as well as continuous on job training throughout the planning process</p>	<p>The Consultant shall develop the capacities of the nominated staff at the municipality, the core planning team and the sector/thematic working groups. Deliverables include conducted training sessions, training reports and progress reports.</p> <p><u>Throughout the different planning phases, the Consultant shall:</u></p> <p>Give training sessions to the related municipal staff, the core planning team, stakeholder group, and council members on the updated SDIP methodology based on the training material that will be given to the consultant.</p> <p>Training sessions:</p> <ul style="list-style-type: none"> ➤ Before each phase conduct training sessions to the core planning team and the thematic groups on the phase related steps, procedures and tools as specified in the updated SDIP manual. ➤ Give training sessions to the related municipal staff and the core planning team on project formulation and description. ➤ Give training sessions to the mayor, council members, related municipal staff and the core planning team on communications skills, coordination skills and outreach. ➤ Orient the mayor, council members, key staff and core team on planning for joint projects and initiating a base for future partnerships. <p>On the job training:</p> <ul style="list-style-type: none"> ➤ On job training to the related municipal staff and the core planning team on the updated SDIP methodology throughout the planning process. ➤ On job training to the core planning team and the sector/thematic working groups on analysis, identification of issues, objectives, indicators, programs and projects. ➤ Give training session/s to the related municipal staff, the core planning team and members from the thematic groups on report writing.
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4. Consultant Qualifications:

The Consultant shall provide the following expertise and team of experts in order to be able to implement the assignment

Expertise	Key Qualifications
Team leader and strategic planning expert	<ul style="list-style-type: none"> ➤ At least 10 years of relevant experience in similar projects (strategic, community or development) planning. ➤ At least 5 years of experience in working with Palestinian local governments and communities ➤ At least 5 years of management and supervisory experience ➤ Familiarity with the SDIP approach and its requirements. ➤ Sound facilitation and moderation skills
Urban planner	<ul style="list-style-type: none"> ➤ Minimum BSc degree in a related field (urban management, urban planning or similar). ➤ At least 7 years of professional experience in urban planning. ➤ Familiar with the Palestinian planning methodologies and systems (SDIP, MPs, etc.). ➤ Sound analytical and inter-personal skills. ➤ Sound facilitation and moderation skills
Economic Expert	<ul style="list-style-type: none"> ➤ Minimum MSc degree in economic studies. ➤ At least 7 years of professional experience in economic planning. ➤ Familiarity with the Palestinian planning methodologies and systems (SDIP, etc.) is a plus. ➤ Sound facilitation and moderation skills
Social Expert	<ul style="list-style-type: none"> ➤ Minimum BSc degree in a related field (social studies, social development, etc.). ➤ At least 7 years of professional experience in communities' social development. ➤ Familiar with the Palestinian culture, traditions, and values across the different regions of the country. ➤ Familiarity with the Palestinian planning methodologies and systems (SDIP, etc.) is a plus. ➤ Sound facilitation and moderation skills
Environmental Expert	<ul style="list-style-type: none"> ➤ At least 7 years of experience in following the implementation of environmental mitigation procedures within municipal infrastructure projects. ➤ A relevant experience to the Climate Change ➤ Proven experience of environmental studies such as EIA and ESMP. ➤ At least 7 years of professional experience in municipal infrastructure projects. ➤ At least 5 years of experience in working with Palestinian local governments and communities ➤ Familiarity with the SDIP approach and its requirements is a plus. ➤ Sound facilitation and moderation skills
Pool of Experts	<ul style="list-style-type: none"> ➤ On request, the Consultant shall be able to embark on a pool of short-term experts in the Municipal Finance, and specific sectors or sub-sector experts.

In addition to the aforementioned core expertise, the Consultant shall possess enough administrative, logistical, and financial management capacity by ensuring the availability of an administrative and financial support team.

6. Deliverables, timeline and level of effort:

The Consultant shall ensure that the following deliverables (in Arabic language) are produced by each of the selected municipalities. The deliverables are presented in relation to the tasks of the Consultant:

Task	Main Deliverables	Description	Expected Due Date
<u>Task One:</u> Support the preparation of the planning processes	Preparation phase report	<ol style="list-style-type: none">1. The composition of the different committees and groups and Terms of References for each of the core committees.2. Detailed implementation plan of the planning process.(including timeframes, responsibilities, and resources)3. Review and Rapid Assessment Report about the Previous SDIP.4. Awareness and outreach plan.5. Community Stakeholders' map and involvement/consultation plan.6. Stakeholders' analysis report.7. Terms of References for each of the thematic as well as the issue-specific working groups.	

	Workshops and public meetings report	Documentation of all public meetings, working groups' meetings, and stakeholder workshops (incl. participant lists and a summary of key issues discussed, decisions taken, and next steps).	
<u>Task Two:</u> Facilitate and support the planning processes	Diagnostic/Assessment Report	<ol style="list-style-type: none"> 1. Diagnostic/Assessment Report (provided in accordance to the structure suggested by the SDIP Manual) taking into consideration the climate change and vulnerable groups and disadvantaged communities 2. specific studies/ research as needed 	
<u>Task Three:</u> Conduct specific studies/ research as needed	Strategic Development Framework	Strategic Development Framework, including: Vision and Strategic Objectives	
	Complete SDIP document	Complete SDIP document (provided in accordance to the structure suggested by the SDIP Manual) And an executive summary and list of projects in English language.	

This consulting assignment is expected to be for a **Six months** period.

The estimated Level of Effort (LOE) in working days of the team of experts divided **by expert per municipality is TBD man-days.**

The consultant shall provide all logistics related to the conduction of public meetings and workshops such as LCD, Laptop, flip charts, coloured cards, markers, printing materials, printing two billboards for the public meeting and hanging them two days before the event, lunch and hospitality during the workshops for the participants (it is preferable if the lunch is brought from the same community, i.e. from one of the women organizations that sell meals), hospitality during the training sessions, hospitality for the public meetings, hospitality for the major meetings,...

7. Consultancy Selection Method

The consulting firm will be selected based on the **CQS** method according to the procedures outlined in the MDLF Procurement Manual for procuring the services.

8. Contract Type and Payment Schedule:

This contract is a lump-sum contract. Payments will be arranged accordingly:

- Payment 1: 10% of the contract value will be made two weeks after the submission to and approval by the MDLF of the *Inception report*.
- Payment 2: 10% of the contract value will be made two weeks after the submission to and approval by the MDLF of the *Preparation phase report*.
- Payments 3: 20% of the contract value will be made two weeks after the submission to and approval by the MDLF of the *Diagnostic/Assessment Report*.
- Payment 4: 20% of the contract value will be made two weeks after the submission to and approval by MDLF of the *Strategic Development Framework*.
- Payment 5: 30% of the contract value will be made two weeks after the submission to and approval by MDLF of the *Complete SDIP document*.
- Final Payment: 10% of the contract value will be made two weeks after the submission to and approval by the MDLF of the *Final report*.

9. Reporting and Management

In addition to the deliverables described in Section 4 of this TOR, the Consultant shall provide the following reports to MDLF:

Report	Description	Due Date
Inception Report	An inception report to be submitted (in English) to the MDLF. The inception report shall clarify the Consultant’s methodology and plan on managing and conducting the assignment within the designated timeframe as well as expected level of quality The report shall include a detailed implementation plan of the assignment including the plan of distribution of the resources.	Within one week after the start of the assignment.
Monthly Progress Report	Monthly progress reports to be submitted (in English) to the MDLF. Each progress report shall summarize the accomplishments of each month in accordance to the TOR. In each progress report, the consultant should attach copies of the interim deliverables concluded during the period of the report, and specify any issues that may have impacted the expected progress, as well as the measures taken to address these issues. Documentation of all public meetings, working groups’ meetings, and stakeholder workshops (incl. participant lists and a summary of key issues discussed, decisions taken, and next steps.)	Within one week after the end of each month.
Final Progress Report	Final report summarizes the whole progress of the assignment, the accomplished activities, achievements, difficulties, and key lessons learned. The final report shall be submitted in English language in two hardcopies and one electronic virus-free copy.	Two weeks before the conclusion of the assignment

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 manager address is: **Mr. Hazem Kawasmi, the Director of Operations.**

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Annex (1): The Selected Municipalities:

	Governorate	Municipality	
1.	Jerusalem	Beit Sureik	بيت سوريك
2.	Jerusalem	Beit Anan	بيت عنان
3.	Jerusalem	Bir Nabala	بير نبالا
4.	Jerusalem	As Sawahreh Ash Sharqiyya	السواخرة الشرقية
5.	Jerusalem	Qatanna	قطنة
6.	Jerusalem	Bedu	بدو
7.	Jerusalem	Abu Dees	أبو ديس
8.	Jerusalem	Anata	عناتا
9.	Jerusalem	Al Eizariyya	العزيزية
10.	Jerusalem	Al Ram	الرام
11.	Jerusalem	Kofor Aqab	كفر عقب
12.	Jerusalem	Hizma	حزما
13.	Jerusalem	Beit Haneena	بيت حنينا
14.	Jerusalem	Alz'ayyem	الزعيم
15.	Jerusalem	Beit Iksa	بيت اكسا
16.	Jerusalem	Al-Jeeb	الجيب
17.	Jerusalem	Al-Jdeira	الجديرة
18.	Jerusalem	AL-Qbeebe	القببية
19.	Jericho	Al Newe'emeh	النويعمة
20.	Jericho	Al Oja	العوجا
21.	Jericho	Jericho	أريحا
22.	Ramallah	Al Tayybeh	الطيبة
23.	Ramallah	Atara	عطارة
24.	Ramallah	Abwein	عبيوين