



## Terms of Reference

**Project Name: Gaza Vulnerable communities' development Project (GVCD) Phase II**

**Assignment Title: Local technical Consultant (LTC) for GVCDII subprojects.**

**Reference No.: GVCDII - 1.4**

### **1. Background:**

The GVCDP is Designed to help operationalize the country macro-level policies and Strategies, namely the Palestinian's National Policy Agenda – Putting Citizens First (2017,2022), the Draft Local Government Strategic Framework and the new MDLF Strategy (2017-2021) which positioned the needs of Vulnerable populations as a development priority.

Overall, the GVCDP seeks to improve the provision of basic services to vulnerable populations on the one hand (supply side) and to increase Municipalities' accountability, civic and vulnerable groups participation in local planning and decision-making process on the other (demand side).

The GVCD proposed intervention builds on and will be complementary to MDP (the multi-phase municipal development program implemented by MDLF), a dedicated mechanism could eventually be injected into the MDP (“end of this intervention vision”) so the vulnerability issue will be tackled, this issue and it's institutionalization will be tackled within the policy dialogue component C3 of this intervention.

MDLF and through GVCD viewing NGO and civil society organizations as the catalysts to social and community participation that denote building a society that is socially inclusive, equitable, participatory and empowering. In particular, it focuses to strengthening the relationship between vulnerable groups, social organizations, and LGU that enhance democratic principles and practices: transparency, effectiveness, openness, responsiveness, and accountability; the rule of law, acceptance of diversity and pluralism, and social inclusiveness.

## Geographic and Vulnerability Targeting

In the piloting phase, the vulnerable areas were identified based on the reality that municipalities develop their SDIP with focusing on the populated areas at the center of cities, ignoring those areas located in the remote areas, close to the borders and with low population density. The challenge of small municipalities is to raise funds for their services in the rural and vulnerable areas, thus the program has focused on supporting smaller municipalities, vulnerable areas in the middle and south of Gaza Strip east of Salah El Dien Road.

In this context, MDLF conducted an assessment to identify most vulnerable areas and municipalities depending on PCBS assessment of infrastructure services in 2017, the conclusion showed 13 municipalities located in middle and south Gaza east of Salah El Dein Road. Accordingly 7 municipalities were targeted in phase 1 ( Al Burij – Al Qarara – Abasan Jadeeda – Khuza – Al Shoka – Al Naser and Rafah)

In the new phase, MDLF is planning to select a number of municipalities from previous phase ( 3-4 ) and target additional new municipalities (5-7) , in total around 12 municipalities will be targeted in this phase **(See annex A the list of targeted municipalities).**

Geographic targeting will be complemented by additional vulnerability criteria including a list of preliminary considerations **(see Annex B).**

## GVCD Objectives

Taking into account the findings from GVCD phase 1, and the noted contextual dynamics, instability of the security situation, the continued high demand for basic services for the most vulnerable in Gaza, the Gaza Vulnerable Communities Development Program phase 2 envisions two overarching outcomes:

**OUTCOME 1:** Improved and accountable local service delivery for vulnerable communities.

**OUTCOME 2:** Strengthened local authorities' accountability toward citizens and civic groups' (youth, women, PWD and Local Committees) and citizens' participation in local decision-making processes.

To achieve these outcomes, the intervention will be structured along three main components

### **GVCD Program Structure and Components**

GVCD seeks to improve tangible service delivery needs on the one hand and improving participatory, collaborative governance and social cohesion on the other are mutually reinforcing. It is expected that this will catalyze human and social capital and social cohesion, both critical for building community resiliency in conflict-affected settings. Adopting "do no harm" lens will further prevent the deepening of inequalities between groups. It is important to highlight that the program will not exclusively target the highest number of beneficiaries or the area with the highest population density for cost efficiency purpose and economies of scale but

to rather address equity issues, enabling the right of every citizen to receive basic services across the Gaza Strip. ***In order to achieve its fulfillment, GCVD is structured along three main components:***

**Component 1 (C1)** The core objective of C1 is to tangibly improve equal access to basic services for vulnerable communities through the implementation 7 small-to-medium hard and social infrastructure projects (water, sewage, road connections to main networks, playground, park.....etc.) in the new targeted localities , and 5 top projects from the phase 1, Project selection will be based on the updated Strategic Development and Investment Plans (SDIPs) facilitated by the MDLF and on criteria that cater to vulnerable communities', women's and other identified social groups' needs (details indicated section below). Through this Component, municipalities will address social inclusion through their enhanced capacity to identify, prioritize, plan, implement, maintain and monitor infrastructure/ service delivery projects, thus improving their overall accountability toward citizens. This is particularly relevant in the Gaza context, where the prospect for holding local elections remains elusive hence perpetuating weak ties between local authorities and citizens. C1 is the most resource intensive component, accounting for 70% of the budget, and will deliver tangible results in communities.

It is important to insist the selection of infrastructure projects should be completed after implementing the capacity building for social groups and citizens, so they will more confident on their participation and final selection of the identified projects, also, the selection process should reflect better understanding and analytical vision of the needs and the changes desired to improve service delivery.

**Component 2 (C2):** adds the qualitative, participatory and capacity building dimension to the Program and considered as a back bone of the program in its relation with C1 and C3. The objective of C2 is to empower municipalities, civic groups (women's, youth, Neighborhood Committees and local committees), CBOs and citizens to increase their participation in joint local decision making, project planning, prioritization, selection and monitoring processes. It will do so in **two ways**.

**Firstly**, the Program seeks to train a 'critical mass' of municipal staff, qualified CSOs, CBOs and local social mobilisers (especially youth), women) but also MDLF Gaza Office staff on sustained civic participation (CP) and social accountability (SA) practices. CBOs and citizens will be also trained on applied light maintenance<sup>1</sup> and monitoring of infrastructure projects selected for implementation in C1 (e.g., on basic functions of projects, early detection of infrastructure breakdowns, on the formation of user groups and on joint problem-solving techniques with municipal staff). By being informed and engaged not only in decision-making but also in light

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<sup>1</sup> Lessons learned from targeted focus group discussions in Gaza show that poor or lack of maintenance determined by various factors (e.g., lack of funds for maintenance, no standard operating procedures, no early warning mechanisms for preventing eventual breakdowns, lack of will/ non-response by municipal staff etc.) is one of the key barriers to longer-term sustainability of infrastructure projects. Early warning systems through active citizen monitoring and more responsible usage were identified as one preventive measure that can be pro-actively initiated by citizens during and post-implementation monitoring of projects. Such approaches can be piloted under.

monitoring of projects, it is assumed that communities will be more apt to hold LG authorities accountable for their service delivery functions and simultaneously be held responsible for better usage and monitoring of sustainability public infrastructure, hence contributing to stronger local ownership and sustainability of infrastructure projects.

It is important to emphasise the need to monitor the infrastructure projects in phase 1, and document complaints by citizens and follow up problems solving, this implies the need to develop guidelines / simple operation and maintenance plan to support community members, CSOs and other actors to realize the principles and requirements to effective projects monitoring during implementation and operation.

Baselines for different actors' existing CP and SA capacities will be established in order to determine relevant training needs and materials. MDLF's already developed CP and SA guidelines and other available resources (e.g., World Bank's e-learning modules) will serve as the foundation for the latter in order to optimize efficiency but also to enhance MDLF's applied work in targeted communities at the social level and not merely in engineering. In coordination with MDP3, ensuring better quality of participatory processes in Strategic Development and Investment Programs (SDIP), in particular the inclusion of vulnerable groups throughout the annual update of the SDIPs will be ensured. Additionally, the increased use of public hearings, consultations, focus group discussions, citizen score cards at community level are key results sought in C2.

Develop different approaches of capacity building as well as the training program in phase 2, will be directed to empower citizens, CSO, social groups and municipalities staff in civic participation and social accountability concept and practices. The training program in phase 1 will focus more on sustain and institutionalize civic participation and social accountability through advance training in social transformation, community mobilization, media campaign, participatory planning, and monitoring and evaluation skills.

**Secondly**, the program seeks to enhance community ownership, encourage hands-on learning and put the training into use. The second key activity in C2 will be focusing on small grants for applied, innovative smaller-scale CP and SA projects community development projects (e.g., in relation to civic monitoring of C1 infrastructure projects, public beautification, public awareness campaigns, civic journalism, use of popular new online and mobile technologies such as project monitoring applications etc.). The projects selection and design will be made in close discussion with MDLF, municipalities, local community, and the CSOs.

In relation to C1, a key output of this component is the list of vulnerable communities that will be identified in accordance to specific selection criteria (detailed below), where a scoring mechanism will be applied for the potential vulnerable communities. This will be applied in new targeting areas, and will be conducted by the contracted CSO/NGOs that will review the SDIPs deliverables and any other potential documents concerning the vulnerable communities, and then identify the potential projects to be implemented under C1.

The list of vulnerable communities in phase 1 will be updated based on the decision to select the certain municipalities according to justified criteria and needs

**Component 3 (3):** will complement C1 and C2 by enhancing policy dialogue for more systematic i) institutionalization of support for vulnerable communities in the LG sector, and ii) improved qualitative standards of SDIP processes. Particular attention will be paid to empowering and ensuring MDLF's effective implementation of support for vulnerable communities within the new MDLF Strategy (2022- 2026) as well as raising more awareness about vulnerability topics in Gaza. The key instrument for C3 will be annual policy roundtable, topics for roundtables are jointly co-organized by MDLF Head Office (Ramallah) and Gaza and SDC Office (Jerusalem). Evidence for policy dialogue entry points can be derived from research studies, analyses and surveys jointly commissioned by SDC and MDLF.

To optimize coordination, resources and knowledge sharing with other national and international partners, within C3 the Program will actively seek synergies with the leading Municipal Development Program (MDP 2 and 3) in the LG sector co-implemented by the MDLF and key international donors. Sector Working Groups on Local Governance and Social Accountability, Ministry of Social Affairs, Palestinian Central Bureau of Statistics and universities. For instance, the needs assessment for vulnerable communities in Gaza for the current assignment will benefit from the exercise for SDIP development 2022 -2025 based on the SDIP endorsed methodology.

**The MDLF has received an initial financing in the amount of 3,400,000.00 CHF from the SDC and towards the cost of the first phase of the Gaza Vulnerable communities' development Project (GVCDP) and MDLF intends to use part of the financing to contract a local technical consulting firm for proving technical assistance to the component 1 of the project. Component 1 of the project will receive around 2,660,000 CHF from the SDC and is assumed to be completed by the end of October 2024.**

The main objective of this assignment is to provide technical support to the targeted Municipalities (see list in Annex A) for the implementation of infrastructure projects approved as part of improving the basic services for their citizens.

This technical support and assistance will include on-the-job training and full responsibility for implementing all tasks and activities in close collaboration and coordination with the MDLF contracted NGO. Specific objectives are:

- (i) *Sub-project Selection: the LTC shall assist MDLF and work closely with municipalities & their vulnerable communities and the MDLF contracted local NGO in the selection of sub-projects to benefit from the available fund. The selection will be according to the preliminary selection criteria listed in annex (B) (LTC shall review the criteria and propose any needed improvements) following a participatory approach in the selection and prioritization of sub-projects.*
- (ii) *Project planning and design: assist in the preparation of applications to ensuring eligibility criteria (including environmental and social safeguards); prepare and verify designs (survey maps, existing plans, design drawings, licenses, bill of quantities, specifications and bidding*

- documents...etc.); review and comment on individual procurement plans, infrastructure and services maintenance, designs, specifications, and bidding documents.*
- (iii) *Project implementation and supervision: build the capacity of targeted Municipalities to implement projects and assist them in the supervision, including reporting on implementation progress, monitoring of indicators, and compliance with the standards delineated by MDLF.*
  - (iv) *Ensuring compliance with technical and fiduciary aspects: build the capacity of and provide guidance to targeted Municipalities on technical and fiduciary aspects of project preparation and implementation to ensure compliance with MDLF's procurement, financial, social, and environment safeguards procedures (including the provision of mitigation measures).*

### **3. The scope of Work:**

In each target Municipality in Gaza Strip (see list in Annex AI), the Local Technical Consultant (LTC) will work with the Municipality, in coordination with and under the supervision of the Municipal Development and Lending Fund (MDLF), in accordance with the technical details presented in MDLF's Operations Manual (POM) and the signed contract.

The assignment consists of three (3) stages: (1) projects selection (2) project planning and design; and (3) project implementation and supervision. The LTC team of specialists is expected to support targeted Municipalities throughout the design and supervision stages and during the implementation of infrastructure sub-projects under the project.

### **Tasks and Responsibilities**

The below-mentioned tasks should be carried out at each Municipality.

#### **Subprojects selection:**

The LTC will assist MDLF in the selection of subprojects to be funded by the limit fund; the selection process will be made according to the preliminary *selection criteria listed in annex (B) (LTC shall review the criteria and propose any needed improvements) following a participatory approach in the selection and prioritization of sub-projects* according to the MDLF operations manuals considering any needed updates to tackle the particularity of the project. The LTC shall submit a selection methodology and plan for the approval of MDLF and a selection report for the approval of MDLF. . The sub-projects selection and prioritization should start immediately after signing the contract with MDLF and the selection will be conducted in close coordination with the NGO, considering the needed preparations to empower the local communities in the selected areas on the participatory planning (the MDLF contracted NGO is planning to start the empowerment activities during October 2022). it is worth mentioning that the targeted vulnerable communities located in the selected municipalities attached in Annex (A) will be provided to the selected LTC immediately after signing the contract.

## Training and On-the-Job Training

The LTC shall conduct and develop project orientation workshop. The packages and materials must be approved by MDLF and should include the following activities:

- **Initial Capacity Assessment.** The assignment will begin with an Initial Capacity Assessment, in which the LTC shall assess the capacity and the development needs of each target Municipality and use the results as the basis for the development of a Capacity Building Plan (in addition to reporting progress in the final report).
- **The capacity building/training should cover at least the following:**
  - **Road engineering including draining**
  - **Waste water design**
  - **Training on contract and construction management including archiving systems management**
  - **Infrastructure maintenance and operation including planning and budgeting.**
  - **Economic analysis of infrastructure projects.**
  - **Training on environmental and social issues according to the MDLF ESMF covering all the life cycle stages of sub-projects. this part should be designed and implemented within a social accountability frame work.**

for the training part; the LTC shall coordinate the activities of the training with the MDLF contracted NGO wherever needed. The LTC shall submit a training material for the approval of MDLF (MDLF will share with the LTC the Design manual of roads and the LTC shall modify wherever needed the manual to this assignment selected municipalities context)

- **Preparation of detailed supervision formats and templates.** Prepare all necessary materials to be used between the Municipality's supervision and the contractor during all of the stages of project implementation, maintenance, and final project handover after the maintenance period. Additionally, the LTC shall:
  - build the capacity of targeted Municipalities' designated staff in setting up priorities under crisis and limited resources and assist the Municipalities in ensuring the soundness of social and environmental impact assessments, identifying a comprehensive range of impacts (beyond a focus of solely on safeguards)), and determining adequate mitigation measures that reflect sound social analysis and are in compliance with the MDLF Environmental and Social Framework (ESMF.); and
  - provide technical support and on-the-job-training to targeted Municipalities on each step of the procurement process including: (i) elaboration of procurement plans; (ii) preparation of standard bidding and contractual documents (including goods and works specification and designs as needed); (iii) advertising; (iv) requesting bids; (v) evaluating bidding documents; (vi) contract award and contract management; (vi) complaints and litigations, inspections of completed works and delivered goods, in addition to energy efficiency, and energy efficiency manual..

- **Training of Municipalities in environmental and social management.** This includes provision of practical examples of issues that might arise in all sub-project stages, including but not limited to: the need to widen the road to masterplan width with potential triggering of safeguards; how to identify site-specific impacts; how to supervise sub-project environmentally and socially; complaints; proper documentation, and how to deduct penalties.
- **On-the-job training for Municipalities.** During their interaction with the Municipalities, the LTC experts will conduct on-job training to ensure that all terms in the planning and design, procurement, implementation, and operational stages are well understood and well implemented by municipality engineer. The consultant is to report progress and development quarterly and in the final report.

#### **Planning and Design Phases:**

The LTC Team of experts must gain a clear understanding of the projects' objectives, principals, methodology, implementation procedures, guidelines, and acceptable practices, and scope, to be able to act as an efficient, cooperative, and friendly advisor to MDLF and municipalities. The LTC shall prepare a complete design and tender documents of each sub-project including a design report:

- a) For each sub-project, the LTC Team of experts should conduct site visits for all activities, collect any relevant data, and present them in a format that will facilitate the definition of tools and criteria for environmental and social screening and assessment, risk assessment, project objectives, components, methodology, outputs, and outcomes.
- b) The environmental and social specialists are to conduct rigorous environmental and social screening and assessment based on the ESMF and LALPF and submit to MDLF in a timely manner the screening sheets and recommendation of applicability of a LALPF and the need to prepare LALAP.
- c) While collecting project data, the consultant should consult with the relevant Municipalities on the legal licensing status of each project, and with the Municipalities and line ministries on the required standards and design criteria. The LTC shall ensure that all the design components are taken into consideration.
- d) Where sub-projects have been environmentally and socially assessed, the LTC should review the environmental and social screening, application form, focus group reports, and other documents and verify that all of MDLF's comments and recommendations have been incorporated into the design and bidding documents.
- e) The LTC shall conduct or assist in the conducting of feasibility studies for projects in the targeted Municipalities to ensure their compliance with project objectives, concept, eligibility, safeguards, and the environmental and social impact assessments, to ensure that possible negative impacts are identified and adequately mitigated and submit said studies to MDLF for review and approval.
- f) The LTC shall conduct or support the conducting of on-the-job training for targeted Municipalities in developing an operational and maintenance plan and updated procurement plan.

- g) The LTCs shall assist the Municipalities in filling the application form of the subprojects and focus group reports and all documents for the targeted Municipalities to take in consideration during the implementation and then for the required reports and the accuracy and reasonableness of readily measurable baseline and outcome indicators.
- h) For each sub-project, the LTC shall **prepare and verify the designs** (survey maps, existing plans, needed soil and structural investigations and tests, drainage, safety, complete design drawings, criteria and calculation sheets (architectural, structural, electrical, mechanical, energy efficiency, and any other needed specialty works), licenses, bills of quantities, specifications and bidding documents, etc. It is the responsibility of the LTC, however, to check the design approval and stamps as per the Engineering Association requirements wherever needed.
- i) The LTC should ensure that the prepared designs fully comply with the Energy Efficiency Manual and that the bidding documents include all the technical parameters, information, and specifications required to efficiently implement life-cycle costing in the procurement of goods, as well as that design and specifications comply with energy efficiency manual in all sub-projects.
- j) The LTC should ensure that the prepared design fully complies with the environmental and social considerations set forth in the ESMF and environmental assessment, and that that the Municipality has obtained all required licensing at the appropriate time.
- k) The LTC should conduct a price analysis and ensure that estimated costs are in line with current local market prices and available Municipal allocations. This analysis and the market prices for each item to be implemented in all types of projects should be submitted to MDLF at the design stage of each subproject.
- l) When preparing the bidding documents, the LTC shall take into consideration/incorporate the updates made in the MDLF Procurement Manual to adapt the life-cycle costing approach (LCC) in the bidding process are fully reflected for each sub-project type.
- m) The LTC shall provide MDLF with priced BOQs related to each project as an annex to the final design and bidding documents.
- n) For each sub-project, the LTC shall review and assist the municipality in revising and submitting for MDLF's approval the ESMP, ensuring the inclusion of site-specific impacts and compliance with the ESMF and LALPF.
- o) The LTC shall assist targeted Municipalities in creating and organizing independent and transparent project files in compliance with MDLF requirements. During project implementation, the LTC shall review the file periodically and ensure that all necessary documents are well arranged and archived.
- p) The LTC should coordinate with the targeted Municipalities and related line ministries in finalizing all project documents, including: design drawings, specifications, bills of quantities (BOQ), tender documents, requesting bids, bid evaluations (participate in pre-bid meetings with contractors, bid opening, with a member of the evaluation committee named by the Municipalities, contract awards, etc.).

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**Implementation and Supervision Phase:**

This phase will include supervision of the implementation of the infrastructure projects listed in Annex **AI**. Details on the tasks required from the LTC in this phase are described below:

- a. The LTC shall conduct site supervision for all projects and visit all participating Municipalities during project implementation, including daily or as-needed site supervision and periodic (daily if needed) visits all participating Municipalities during project implementation, and daily follow-up to ensure that the Municipalities coordinate with all relevant parties, including relevant ministries, directorates, and contractors, and give approvals for all milestones and subproject activities.
- b. During the site visits the LTC shall ensure that all works are in compliance with the approved drawings and specifications, ensure that the works are executed within the scope of the project, ensure that the contractor equipment's & staff and other requirements are available as listed in the bidding documents, ensure that all recommendations of the previous visit are taken into consideration.
- c. The LTC shall attend when the required tests are carried out.
- d. The LTC's environmental and Social Specialists social specialist field visit plan shall be submitted for all ongoing sub-projects for MDLF for approval.
- e. The LTC's environmental and social specialists shall conduct mandatory periodic field visits to sub-project during the construction phase to ensure proper environmental and social supervision of works and to conduct monitoring and evaluation of the LALPF implementation.
- f. The environmental specialist shall coordinate with LTC supervising engineers to follow up daily on environmental and social considerations and verify that they are duly taken into account and documented in LTC and Municipality Daily, Monthly, Quarterly, and Final Reports.
- g. In cases where is a severe issue requiring immediate action, the LTC environmental and social specialists should visit the site, assess the situation, support the Municipalities in verifying and solving it, and providing recommendations on remedial and follow-up actions to be taken, as well as documenting it (i.e., via a report with photos) and promptly sending it to the Municipality and MDLF.
- h. The LTC's environmental and Social specialists shall assess and audit the environmental and social impacts and related mitigation measures, in compliance with the ESMP and ESIA, as per the project type, as part of periodic supervision to ensure compliance with safeguards and adequate mitigation of negative environmental and social impacts.
- i. The findings shall be recorded on the site visits conducted by the engineers and annexed in the Daily, Monthly and Final Reports.
- j. The LTC shall coordinate with the MDLF environmental and social specialists in all aspects of environmental and social monitoring and the application of the environmental and social mitigation measures identified in the project planning phase to ensure that they are implemented in complied with safeguards and Palestinian law.
- k. The LTC shall ensure maximal community satisfaction of the implemented measures, noting

that surveys covering environmental and social management and citizen satisfaction will be conducted and implemented in compliance with World Bank safeguards and Palestinian law.

- l. The LTC shall review and submit for MDLF approval a consolidated updated Procurement Plan and Disbursement Plan periodically and as required.
- m. The LTC shall submit price monitoring sheet update periodically as required.
- n. The LTC shall prepare detailed supervision formats and templates to be used between the Municipality supervising engineer and contractor in all project phases (implementation, maintenance period and final project handover).
- o. The LTC shall closely monitor sub-project implementation, including field visits to all targeted Municipalities, providing evidence that field visits have taken place and preparing a field visit report describing the objective of the visit, time, personnel, issues discussed, achievements (including output and outcomes indicators), and any obstacles and issues identified, with an analysis of probable causes, recommendations, and a concrete action plan for addressing them (including by when and by whom)
- p. The LTC shall ensure that all required laboratory tests (to be conducted in the LTC presence) and quality control measures are done in a professional manner and provide scientific and engineering opinion on them before their submission to MDLF; train and develop Municipal engineers in Quality Control: technical and administrative (specs, testing, interpretation of test reports, taking proper decisions, sampling procedures, the roles and responsibilities of testing labs, etc.); and dealing with shop-drawings and as-built drawings.
- q. The LTC shall work closely with the Municipalities and provide the needed technical support, including clarifications on project implementation procedures, ensuring and verifying the need for variation orders and that Municipalities have formal approval from MDLF before dealing with them.
- r. The LTC shall provide technical support during implementation, including the monitoring and evaluation process; assess the operation and maintenance plans submitted by the targeted Municipalities, assist them in making the appropriate modifications, and advise them on the plans' further development.
- s. Regarding the procurement process: The LTC shall be responsible for ensuring that the targeted Municipalities are following the procurement guidelines as stipulated in the Grant Implementation Agreements (GIAs) signed with MDLF, which are in line with the MDLF Procurement Manual. In order to do this, the LTC will be required to:
  - i. Ensure that all targeted Municipalities understand the procurement methods and procedures for each type of activity to be procured as required in the Procurement Manual and proper implementation of life-cycle costs in the procurement of goods according to the EE Manual;
  - ii. Assist targeted Municipalities in maintaining adequate files, as required in the Procurement Manual;

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- iii. Periodically report to MDLF on the status of procurement actions and advice on timely corrective measures, if any, to be taken to avoid faulty procurement decisions; and
  - iv. Attend the bid opening session for each project and be part of the evaluation committee of the bidders.
- t. Concerning Financial Management, the LTC shall ensure that targeted Municipalities are following the financial procedures as stipulated in the signed agreements with the MDLF. Specifically, the LTC shall:
- i. Review invoices and confirming their accuracy and authenticity supported by all documentation necessary for further reviews by MDLF and Financing Partner teams;
  - ii. Verify that the amounts invoiced are consistent with the delivered work, purchased goods or delivered services;
  - iii. Submit all approved invoices (signed and stamped by the LTC) within 10 days of the date of receipt from the Municipalities (which will not handle their allocation themselves) along with all required main documents;
  - iv. Submit all the required documents within 10 days of the date of receipt from the Municipalities (which will handle their allocation themselves) for replenishment to transfer the fund to the municipality in order to transfer it to the contractor as stipulated in MDLF manuals
  - v. Ensure that all project-related correspondence and documents (financial transactions, signed contracts, receipts, payment slips, bank transfers, etc.), are properly maintained in separate files for review and audit by the consultants, MDLF and the donor designated team and auditor (all files must be kept for at least five years from project completion);
  - vi. Enhance the capacity of targeted Municipalities and coach them in the necessary procedures, taking into consideration internal control and segregation of duties and guiding them in best practices in the field; and
  - vii. Review all invoices and supporting documents and ensure that all procedures adopted by the Municipalities are maintained and acceptable before submitting payment documents to MDLF.
- u. Concerning social and environmental safeguards, the LTC shall ensure that projects are in compliance with the MDLF ESMF and MDPIII Operational Manual and that Municipal project supervision teams and contractors provide timely responses and follow-up on mitigation measures for any activity under the approved investments that may trigger any social and environmental safeguard. Specifically, the environmental and Social Specialist shall:
- i. Identify good practice methods that the supervising team of LTC and Municipalities are adopting to ensure public safety and environmental protection;
  - ii. Assist the Municipalities in following up on environmental and social issues,

complaints, noncompliance with the ESMP and with penalties; ensure that evidence is duly documented in LTC and Municipality Monthly and Final Reports, and report on Municipality and contractor compliance with environmental and social management agreements, norms, and standards.

- iii. Follow up and assist the LTC and Municipal supervising teams in improving their public safety and environmental protection measures and conduct continuous monitoring for environmental mitigation based on ESMF guidelines and best practices;
  - iv. Ensure that the mitigation measures proposed in the ESMP are identified and that necessary environmental and social actions are considered and implemented accordingly;
  - v. Follow up with the LTC and Municipal supervising teams to ensure proper drafting of environmental and implementation of environmental and social notes, calculate penalties, and follow up penalty deductions in payments as stated in the ESMF
- v. Concerning overall Monitoring and Reporting, the LTC shall:
- i. prepare the designed project monitoring and evaluation indicators and recommend to MDLF any need for improvement;
  - ii. Monitor the indicators stipulated in the Project Document and include them in the periodic consultant reports;
  - iii. Take high-resolution photos of the same scene of each project on a monthly basis and provide to MDLF with captions (before, during and after Implementation);
  - iv. Prepare a 5-minute video for at least 3 projects of their cluster to cover that may be considered success stories, covering all project Phases, the problems the project is meant to solve and the project benefits;
  - v. Ensure that all project-related correspondence and documents (including procurement documents, MDLF clearances, and financial transactions) are properly maintained in separate files for review and audit by the MDLF, consultants, the Financing Partner designated team, and the auditor; manage public disclosure of adequate information (according to the World Bank's Policy on Disclosure of Information); and ensure that files are kept for at least 5 years after project completion;
  - vi. Identify any difficulties and challenges faced by project implementation at the Municipal level as early as possible and maintain an open dialogue with those responsible aimed at finding appropriate solutions or corrective measures;
  - vii. Conduct site visits each project to monitor progress and quality of work and provide Municipalities with the necessary technical assistance and support, and capture project development by taking high-resolution digital photos with captions throughout the project Implementation phase;

- viii. Assist Municipalities in creating and organizing independent and transparent project files for compliance with MDLF requirements, ensuring that information on the final project application is made public via the relevant Municipal and MDLF websites and other public information outreach measures, and review the file periodically and ensure that all needed documents are appropriately arranged and archived;
- ix. Develop a format, to be approved by the MDLF, for a Weekly Monitoring Report, to be prepared in full cooperation with the Municipal technical staff and used by the consultant's supervising engineers; summarize the results and recommendations of the field visit monitoring reports; and send them to MDLF, together with the field visit monitoring reports;
- x. Prepare site visit reports, including performance indicators and outcomes as per the formats provided in the Operations Manual, application form and Project Document;
- xi. Prepare criteria for evaluating the performance of each Municipality during the key project phases (Identification and planning stage with filling out of the application form, preparing of the required designs, bidding documents and procurement process, and Implementation and contract management, financial capacity of the municipality and if they can handle the fund themselves or not).), to be done at the beginning of the assignment and submitted to MDLF for approval;
- xii. At the completion of a project, the LTC shall rank the project in terms of "Usability" and "Usage" in accordance with the MDLF assessment system ("self-check"). For a sample of the project, the LTC ranking will be verified by an independent Technical Audit. If the Technical Audit shows a significant deviation from the LTC self-assessment, the LTC will be obliged to re-assess the ranking of the projects. The LTC has to inform the MDLF about the results of the self-assessment after completing each project and thus the assessment will be revised quarterly and submit accumulated report.
- xiii. In order to conduct the self-assessment, the LTC has to propose a number of ranks for the two criteria (e.g. 1-5 with a description for each level) and this will be reviewed and approved by MDLF before starting the assessment.
- xiv. Capture best practices, lessons learned, and success stories to show impact in relation to the project objectives and include in the relevant Reports; and
- xv. Perform project monitoring and evaluation of the LALPF.<sup>2</sup>

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<sup>2</sup> <http://www.mdlf.org.ps/Files/Docs/maMDPIII%20LALPF-Final%2016March%20amended%20April%2010.pdf>

## Communication

The Consulting Firm should maintain continuous and timely communication with MDLF to ensure rapid transmission of all information and documents between Municipalities and MDLF. The LTC should attend weekly or bi-weekly meetings as requested by the MDLF or/and the Municipalities. The LTC shall participate in visits of missions and any meetings requested by MDLF. Furthermore, when required, all the LTC team should attend those meetings.

LTC environmental and social experts are to maintain direct and continuous communication with MDLF officers.

## Deliverables

The Consulting Firm should provide for MDLF's review and approval the following reports and deliverables:

***All documents shall be submitted in 1 hard and 2 soft copies.***

**The requirements of environmental and social reporting are as stated in the ESMF and LALPF as well as any additional requirements set forth in these in the TOR.**

### **Inception Report**

Within 2 weeks of signing the contract, the Consultant shall prepare an Inception Report, including an action plan outlining their understanding of the assignment, scope of responsibilities, proposed approach and methodology, an implementation plan (including a timetable showing key stages and milestones), and a results framework and staff responsibilities. This report should be in English.

### **Selection Report**

The LTC shall submit sub-projects selection report within 1 weeks of signing the contract .

### **Design Completion Report**

The consultant shall submit a design completion report annexed with the approved designs and related licenses for each single project that will be implemented under the projects of Component #1. These outputs shall be submitted for approval according to accomplishment. This report should be in English language

### **Summarized Monthly Progress Reports**

These Reports should summarize progress achieved in the assignment, results, analysis of the main activities, field visits conducted (in each Municipality by date, objective, and outcome), environmental and social issues, achievements, obstacles encountered during the reporting period, and planned next steps for the following reporting period. It shall include as attachments the field visit reports and the Monthly Progress Report for each project. The monthly Report shall also include the status of all subprojects, including the performance guarantee status and validity. Summaries of the Monthly Reports should be done in English on a monthly basis.

### **Quarterly Implementation Progress Reports**

The Consultant shall submit Quarterly Implementation Progress Reports, in English on a quarterly basis (based on the reporting periods of MDLF).

### **Implementation Completion Report**

The Consultant shall submit an Implementation Completion Report within 2 weeks of completing the specified projects, summarizing achievements in terms of the key performance indicators, improvements in implementation capacity, and recommendations. The report should be in English and accompanied by all other requested documents.

### Final Report

The Consulting Firm shall prepare a Draft Final Report, summarizing all Consulting Firm activities, including documentation of all collected data, analyses, environmental and social safeguards, achieved outcomes, success stories, lessons learned, obstacles, and recommendations for improvement. This report shall be submitted to MDLF 10 days before the end of the assignment for review and comment, and the Consulting Firm shall modify the Report accordingly within 1 week of reception of MDLF's comments. The Final Report should be in English and accompanied by all other requested documents. The soft copy of the Final Report should include soft copies of all Monthly and Quarterly reports. in the annex.

### Qualifications

The Consulting Firm shall have a permanent office in **Gaza City**. This office should satisfy at least the requirements of the Engineering Association/Jerusalem Center (office area, fax, telephone, copy machine, printer, computer, and meeting room) and should be kept open daily for the full duration of the assignment.

The Consulting Firm shall have strong a consulting and management background. Local government management experts should support MDLF and Municipalities in performing their tasks. Different types of experts may be required to fulfill specific aspects related to the detailed data for each project. The Consultant should have strong documented experience in appropriate infrastructure projects and have completed similar tasks in a satisfactory manner.

The LTC is expected to have a Team with an appropriate number and mix of management, financial management, engineering, procurement, social, and environment specialists to conduct and complete this assignment. The Team should have good experience in providing training and on-the-job coaching related to the assignment.

The Consulting Firm shall provide the following key specialists to work under this assignment with a total level of effort (LOE) of 1 man-months.

Title (Count)	Minimum required qualifications
Team Leader	<ul style="list-style-type: none"> <li>- Senior Project Manager with an engineering background and advanced professional and/or academic qualifications in municipal engineering or related technical/development disciplines</li> <li>- At least 15 years' experience in the planning and management of infrastructure and social projects</li> <li>- Experience in addressing issues related to management for local government units in West Bank</li> <li>- Previous experience in similar assignments and in working with and building the capacity of local government unit officials in the fields of project design, procurement, implementation and monitoring</li> </ul>

	<ul style="list-style-type: none"> <li>- Strong analytical, communication, reporting, and people management skills, as well as solid mediating and consensus building skills</li> </ul>
Architectural Engineer	<ul style="list-style-type: none"> <li>- Professional Architectural Engineers with at least 6 years' experience in the conducting of infrastructure needs assessments, architectural design, supervision and implementation of infrastructure projects (and especially public projects)</li> <li>- Experience in technical design, supervision, implementation, and environmental mitigation procedures</li> </ul>
Civil Engineer	<ul style="list-style-type: none"> <li>- <b>3</b> Professional Civil Engineers with at least 5 years' experience in conducting infrastructure needs assessments, structural design, supervision, and implementation of infrastructure projects (especially public and road projects)</li> <li>- Experience in technical design, supervision, implementation, and environmental mitigation procedures</li> </ul>
Roads Engineer	<ul style="list-style-type: none"> <li>- Professional Civil Engineer with at least 10 years' experience in the design of road projects, including experience in design criteria for roads, assessing the feasibility of projects, technical designs, detailed drawings, profiles and drainage systems, and strong experience in reviewing and verifying laboratory test reports, as well as the preparation of bills of quantities of the different items for roads projects</li> </ul>
Electrical Engineer	<ul style="list-style-type: none"> <li>- Professional electrical Engineer with proven experience in design, and preparation of specifications and bidding documents for electrical sub-projects and proven experience in renewable energy projects design and implementation (mainly solar energy)</li> <li>- Have proven experience in supervising renewable energy projects (mainly solar energy)</li> </ul>
Water and Wastewater Engineer	<ul style="list-style-type: none"> <li>- Professional Water and Wastewater Engineer with at least 7 years' experience in designing and implementing water and wastewater facilities in municipalities; implementation of municipal infrastructure projects; following of procurement, designing and implementation of water and wastewater works, and purchasing and installing of related equipment (pipes, connections, pumps, etc.)</li> </ul>
Procurement Specialist	<ul style="list-style-type: none"> <li>- Professional Procurement Specialist with an engineering background and at least 5 years' proven relevant past work experience</li> <li>- Good knowledge of technical and operational aspects of Procurement implementation and good knowledge of the procurement policies and procedures.</li> <li>- <b>Proven professional experience in life-cycle cost procurement methods of goods</b></li> <li>- Previous experience in surveying works, technical designs and specifications, and preparation of bidding documents for different types of contracts (including infrastructure projects)</li> <li>- Excellent communication, follow up, and report-writing skills a must</li> </ul>
Environmental Specialist	<ul style="list-style-type: none"> <li>- Professional Environmental Specialist with at least 10 years' experience in following the implementation of environmental mitigation procedures in municipal infrastructure projects</li> <li>- Experience working with international environmental standards, and in developing and following Environmental Management Plans (EMPs)</li> <li>- Experience in following OHS practices</li> </ul>
Social Specialist	<ul style="list-style-type: none"> <li>- Professional Social and Community Development Specialist with at least 7 years' experience in carrying out community consultation for the identification of</li> </ul>

	<p>community development projects focused on enhancing community participation in municipal decision making</p> <ul style="list-style-type: none"> <li>- Experience in and knowledge of international social safeguards and management</li> <li>- Experience in monitoring and evaluation of social monitoring indicators</li> <li>- Experience with Social Impact Assessments (identification and mitigation), participatory planning and budgeting, improvement of consumer satisfaction, enhancement of customer relations by Municipalities and utilities, and public awareness campaigns</li> </ul>
Financial Management Specialist	<ul style="list-style-type: none"> <li>- Professional Municipal Financial Specialist with at least 7 years' experience in municipal budgeting and accounting</li> <li>- Previous experience with international development agency- (preferably World Bank)-financed projects a requirement</li> </ul>

## Timeframe

The total duration of this assignment should be completed within a period of **7 months** from the date of signing the contract.

Deliverables breakdown and schedule:

ID	Deliverable Name	Expected Due Date
1.	Inception Report	After 2 weeks of the signing of the contract
2.	Selection Report	After 8 weeks from the signing of the contract
3.	Design Report	After 16 weeks (of the signing of the Contract
4.	Monthly Progress Reports	This report should be submitted by the end of every month
5.	Quarterly Implementation Progress Reports	This report should be submitted every 3 months
6.	Final Report	Two weeks before the end of the assignment

## Consultant Selection Method

The Consultant will be selected in accordance with procedures set forth in the MDLF Procurement Manual – **Selection based on Quality-Cost-based selection (QCBS)**.

## Contract Type and Payment Schedule

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

- **Payment 1: 10%** of the total contract sum on submission of the Inception Report, acceptable to the client.
- **Payment 2: 20%** of total contract sum on submission of selection and design reports and supporting documents acceptable to MDLF.

- **Payment 3: 15% of** total contract sum on submission of Progress Report, acceptable to the Client, subject to the tendering of 50% of subprojects, the award of 25% of subprojects.
- **Payment 4: 20% of** total contract sum on submission of Progress Report, acceptable to the Client, subject to the tendering of 100% of subprojects, the award of 75% of subprojects.
- **Payment 5: 10% of** total contract sum on submission of Progress Report, acceptable to the Client, subject to the award of 100% of subprojects, and completion of 50% of the subprojects.
- **Final Payment: 25%** of total contract sum on submission of Final Report, acceptable to the Client, subject to the completion of all subprojects.

### **Project administration**

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 is. Eng. Mutazz Mohessien / Gaza Office Manager His Address is:

Main Office: Al-Amal Bldg.  
Mecca Street, Al-balou' RD  
Al-Bireh, Palestine  
Tel: 02- 2426610, Fax: 02-2420685  
E-mail: info@mdlf.org.ps

Gaza Office: Khdair Bldg.  
Omar Al Mokhtar Street, In front of PLC  
Gaza, Palestine  
Tel: 08- 2821010, Fax: 08-2838111  
E-mail: info@mdlf.org.ps

**Annex A:****Target Municipalities in this cluster**

#	Municipality Name in Arabic	Municipality Name in English
1.	بلدية المغازي	AL Maghazi Municipality
2.	بلدية البريج	Al Buraij Municipality
3.	بلدية المصدر	Al Musader Municipality
4.	بلدية وادي السلقا	Wadi Al Salqa Municipality
5.	بلدية خان يونس	Khan Yonis Municipality
6.	بلدية عبسان الجديدة	Abasan Al Jadeeda Municipality
7.	بلدية عبسان الكبيرة	Abasan Al Kabira Municipality
8.	بلدية الفخاري	AL Fukhari Municipality
9.	بلدية القرارة	Al Qararah Municipality
10.	بلدية بني سهيلا	Bani Suhila Municipality
11.	بلدية خزاعة	Khaza'aa Municipality
12.	بلدية رفح	Rafah Municipality
13.	بلدية النصر	Al Naser Municipality
14.	بلدية الشوكة	Al Shoka Municipality

## **Annex B: Selection Criteria for Vulnerable Communities and Projects**

Geographic targeting will be complemented by additional vulnerability criteria including considerations as follows:

**ii) Areas and populations with insufficient/ underserved service provision** including:

- Ineffective solid waste services (shortage of waste bins, solid waste collection vehicles)
- Limited or no access to the water network
- Limited or no access to sewage network if applicable
- The low percentage of paved roads in the neighborhoods
- Areas subject to natural and or human-caused disasters.
- Lack of or insufficient public spaces as gardens, playgrounds or multipurpose facilities<sup>3</sup>
- Prioritized addressing women's (especially widows and female-headed households), youth and elderly populations' needs.

**iii) Areas with repeated and documented complaints/requests** from citizens/ neighborhoods.

**iv) Population living outside Municipalities' built-in areas, or at the periphery of UNRWA refugee camps** that may have fewer capacities to exert traction on Municipalities.

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<sup>3</sup> Prevalence of 1 to 3 directly increases environmental and health risks for the targeted communities, but also for the Gaza Strip population as a whole. Initial weighting of selection criteria (20% poverty – 80% insufficient service provision) will be run in the preparation of the CP.