



Municipal Development and Lending Fund

Area C Development Programme in
the West Bank Package VI
Grant No: ENI/2022/425-654

Assignment # 6.3.2

Terms of Reference
For
Individual Consultancy
Needs Assessment and Capacity Gap
West Bank (4 Village Councils in Area C)

December 2022



1. Background

The Municipal Development and Lending Fund “MDLF” received a grant from the EU to implement package VI of the Area C Development Programme in the West Bank. The grant was signed on June 9th 2022 with a duration of 30 months. Below is a summary of the action.

Title of the action:	Area C Development Programme in the West Bank- Package VI								
Location(s) of the action:	The action will target 4 localities in Area C in the West Bank								
The total duration of the action (months):	30 months								
Requested EU contribution (amount)	EUR 2,000,000								
Requested EU contribution as a percentage of total eligible costs of the action (indicative) ¹	100%								
Total indicative budget	EUR 2,000,000								
Objectives of the action	<p>The overall objective (impact) is to improve the social and economic conditions of Palestinian communities in Area C which is crucial for maintaining Palestinian presence in Area C and for the development of the Palestinian economy.</p> <p>The specific objective is composed of two folds (i) to improve access to essential and public infrastructure in Area C; (ii) to strengthen the Palestinian institutions' capacity to deliver essential social and public sustainable services in Area C.</p>								
Target group(s) ²	<p>The project will target 4 localities in Area C as follows:</p> <table border="1"> <tr> <td>Al-Jiftlik</td> <td>Jericho Governorate</td> </tr> <tr> <td>Furush Beit Dajan</td> <td>Nablus Governorate</td> </tr> <tr> <td>Al-Aqaba</td> <td>Tubas Governorate</td> </tr> <tr> <td>Haris</td> <td>Salfit Governorate</td> </tr> </table>	Al-Jiftlik	Jericho Governorate	Furush Beit Dajan	Nablus Governorate	Al-Aqaba	Tubas Governorate	Haris	Salfit Governorate
Al-Jiftlik	Jericho Governorate								
Furush Beit Dajan	Nablus Governorate								
Al-Aqaba	Tubas Governorate								
Haris	Salfit Governorate								
Final beneficiaries ³	<p>It is expected to enhance the living conditions of 8,947⁴ residents in 4 localities as follows: (Al- Aqaba (186)- Furush Beit Dajan (789), -Al-Jiftlik(3,366)-and Haris (4,606).</p> <p>The number of beneficiaries can be distributed per sector:</p> <ul style="list-style-type: none"> - Schools: 4,792 (direct beneficiaries from schools ٤٧٥ pupils- secondary ٤٠٠, elementary ٧٥) - Public Buildings: (٧٨٩) - Roads: 3,366 								
Expected outputs	<p>Through the implementation of 4 projects, the outputs can be summarized as follows:</p> <ul style="list-style-type: none"> - Roads: Construction and rehabilitation of internal roads with a total length of 2.0 km. - Schools: Construction of a new school and continue the construction of an existing school in two different localities. The total area is about 1,950 SQM. - Public Buildings: Construction of a village council premises with a total area of 300 SQM. The building will host an agricultural cooperative, women's gatherings and meetings in addition to a citizen service center and a multi-purpose hall. - Civic engagement workshops, Social Accountability plans are developed and implemented, operation and maintenance plans will be delivered. 								
Main activities	<ul style="list-style-type: none"> - Mobilization and Preparation. - Contracting of Local Technical Consultant for the design and supervision. - Contracting of Technical Support Expert. - Contracting of a new Local NGO/firm for community mobilization and civic engagement or amending the scope of the contracted NGO under package V. - Design and tendering of the social and infrastructure projects. - Implementation of projects along with community mobilization activities and capacity-building support for specific subjects in archiving, projects management, strategic planning, communication...etc. - Closing, Evaluation, and Audit. 								

¹ If applicable, insert an additional % of the total accepted costs.

² 'Target groups' are the groups/entities who will directly benefit from the action at the action purpose level.

³ 'Final beneficiaries' are those who will benefit from the action in the long term at the level of the society or sector at large.

⁴ Data source: PCBS 2022



2. Objective of this Assignment

As indicated above, the program aims to improve access to essential and public infrastructure in 4 localities in Area C and to **strengthen the institutional capacities of the targeted LGUs to deliver essential social and public sustainable services.**

Addressing the needs of the marginalized communities by improving service delivery cannot be fully realized without a strong institutional building and support to the LGU's for better and sustainable services delivery.

The primary objective of the assignment is to complement the program's hard infrastructure component by enhancing the capacities and performance of the LGUs at the strategic and operational levels.

The Municipal Development and Lending Fund (MDLF) as an implementation agency for the Area C intervention intends to use part of the grant to contract a professional **institutional development expert** to conduct the institutional needs assessment, identify the capacity gaps and prepare the capacity development action plan accordingly.

The consultant has to consider the following while doing the assignment:

- The assessment process itself must be robust enough to capture the emerging reality of capacity and diagnose areas of needs so as to guide capacity building efforts.
- The assessment shall consider different sizes and categories of the target VCs; this will include the reflection of the tailored CB activities per category in terms of resources and functionalities.
- The assessment shall consider previous experience and lessons learned gained from the implementation of the completed five packages under the Area C Development Programme.
- The assessment shall consider the lessons learned from the mid-term evaluation of Area C conducted through the EU noting that, it was stated by the evaluators that: ***"More focus has to be given to capacity building to LGUs for better sustainable services delivery"***.
- The assessment shall pay more attention to the sustainability aspects which have to be properly structured and more proactively pursued.
- The assessment shall conclude a road map/action plan with a proposed time frame for the interventions (short-term, mid-term, long term).
- The assessment shall diagnose different stakeholders concerned with the institutional development of the LGUs and identify their roles and responsibilities for implementing the action plan.
- The assessment shall cover the following areas but not limited to:
 - o Organizational hierarchy.
 - o Human resources capacities and competencies.
 - o Facilities and equipment.
 - o Financial capability.
 - o Planning capacity.
 - o Operational and maintenance.
 - o LGUs functions, services in accordance to LGUs law 1997 versus capacities.
 - o technical and financial sustainability of delivered services.
 - o Civic engagement.
 - o Governance.



A performance gap analysis should be applied in order to identify the capacity building and technical assistance needs of the LGUs. The consultant shall analyze the current capacity and define the design and scope of the capacity development programs to be realized.

The process of capacity assessment involves answering a series of key questions to better understand the context and set up performance goals. Accordingly, the capacity development interventions of each LGU shall be identified. Following are guiding questions:

What are the proposed criteria for measuring the current capacities? The criteria must include the identification of the existed resources. i.e., human resource, IT infrastructure, current level of services, current status of facilities, and other needs.

What are the current institution's capacities of the targeted LGUs?

What are the drawbacks/barriers that hinder those LGUs members from performing their tasks efficiently? Where is the gap?

What are the proposed capacity-building activities/interventions? In addition to the short term/midterm/long term implementation priorities based on the identified needs.

What is the best appropriate implementation modality?

Who are the potential responsible implementing agencies to coordinate with to conduct the assignment?

What resources are needed and what is the estimated cost for successful outcomes?

3. Tasks & responsibilities

The purpose and objective of this assignment as indicated above will be achieved through the implementation of the following tasks:

A) Mobilization and Inception

- Conduct a kick-off meeting with the selected VC's, MoLG and MDLF to present the scope of the assignment and the expected results. The objective of this task is to inform the VC's of the reasons behind the assignment and to fully engage the MoLG in the process.
- Desk review of all available documents, studies, and reports related to the institutional capacity of the targeted LGUs.

B) Conduct Needs Assessment

- Use a mixed quantitative (questionnaire) and qualitative (Key Informant Interviews, Focus Groups) methods to collect data about the internal capacity of each targeted LGU.
- Conduct the assessment in the location of each LGU according to the approved methodology and forms.
- Finalize a comprehensive needs assessment report to be discussed, coordinated, and presented for each LGU.
- Conduct the needed consultations/meetings with stakeholders (MoLG, APLA, AFD, EU, MDLF and the selected LGUs).

C) Develop a Capacity Development Action Plan

- After completing the need assessment task successfully, the consultant will analyze the common weakness of the LGUs and develop a plan for achieving the objectives of the capacity support and narrowing down the prioritized capacity interventions in terms of short term, mid term and long term priority of each LGU.
- The proposed CB areas must be linked with other work packages under this action, namely, the on-job training provided by the Local Technical Consultant "LTC", the civic engagement activities,



APLA institutional capacity building interventions, the MoLG Rural Development Program, and the visibility actions to maximize the LGUs' benefits through practicing real examples in planning, management, archiving, communication and good governance aspects.

4. Deliverables

From all the aspects aforementioned, the deliverables are:

Deliverable	Expected Due Date
<p>Inception report for each LGU to be delivered to MDLF. The inception report shall include the detailed assessment tools that will be applied. It should cover the following:</p> <ul style="list-style-type: none">• The methodology for conducting the assessment;• The questionnaires or any other tools and survey forms that the consultant intends to use.	Two weeks after the commencement date
<p>Institutional Capacity Need Assessment Report & Capacity development Action plan including the proposed areas of support, potential implementing agencies, potential implementing modality and the resources needed including the financial resources.</p>	Two and a half months after the commencement date
<p>Final report summarizing the work done during the assignment. It shall include final recommendations and lessons learned. The final report shall answer the question: what is proposed to manage and sustain the Capacity development results suggested? The final report should also include the following:</p> <ul style="list-style-type: none">- Proposing a basis for a modality or a prototype to be considered for scale up with other VC's considering small/medium and large sized VC's with a vision for potential responsible implementing agencies.- The modality should propose evidence-based interventions that could be applied to other VC's for the purpose of capacity development.- The proposed model will support MDLF to present implementation science to expand the use of evidence-based interventions/CB areas appropriately and as broadly as feasible in order to foster the greatest impact on other VC's.	After completing all the activities outlined in the action plan. 10 days before the end date of the assignment



5. The main qualifications of the expert are as following:

General Qualifications

- Education: Master's degree in public administration, social science, human resources management, development studies or any other related field,
- Minimum 6 years' experience in local governance, community-based development, planning & decentralization of local governance, or related fields providing designing, managing, and implementing projects relevant to institutional building, LGU strengthening, or equivalent combination of education and/or experience;
- Have experience in addressing issues related to management for local government units.
- He/she should have previous experience in similar assignments and work in institutional development of local government units' officials.
- He/she should also possess strong analytical, communication, reporting, and people management skills, as well as solid mediating and consensus-building skills
- Language Requirements: Fluency in English and Arabic.

6. Level of effort and Duration

The estimated Level of Effort (LOE) in working days for the consultant is **3 months** from the commencement of the assignment with an expected level of effort (**30 Person .day**).

7. Contract Type and payments schedule

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

- **Payment 1: 20%** of the contract amount upon the submission of the inception report.
- **Payment 2: 50%** of the contract amount upon the submission of a Comprehensive Need Assessment Report about the institutional capacities of the targeted LGUs and the Action Plan.
- **Payment 4: 30%** of the contract amount upon the submission of the Final report.

8. 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 manager address is: Nizar Samhan, the Manager of Strategic Planning & External Relations.

Address is MDLF main office: Al-Amal Bldg. Mecca Street, Al-balou' RD / Al-Bireh, Palestine

Tel: 02- 2426610, Fax: 02-2420685

E-mail: nsamhan&mdlf.org.ps

9. Further Information:

- Reporting Language: All reports should be submitted in English with Executive Summary in English.
- Individual Consultant will be selected through comparison of qualifications of those who have expressed interest in this position.