



## Municipal Development and Lending Fund

***Development of Marginalized Communities  
in the West Bank (Area C Development Programme Phase II)***

Contract no. 81073583

### Assignment No. 2.1.1

#### Terms of Reference For

**Enhancement of Civic Engagement and Social Accountability  
for targeted localities**

**West Bank – Area C**

**March 2023**



## 1. Introduction:

The Municipal Development and Lending Fund “MDLF” received a grant from the SDC towards the cost of “Area C Development Programme in the West Bank - Phase 2”. Below is the summary sheet for the action:

Title of the action:	Area C Development Programme in the West Bank – Phase 2
Location(s) of the action:	The action will target 7-8 new localities for infrastructure projects and will also target 4 localities which were previously targeted under the previous phase as complementary works.
Total duration of the action (months):	32 months
Requested SDC contribution (amount)	US\$ 4,000,000
Objectives of the action	<p><b>The overall objective (impact)</b> is to improve the social and economic conditions of Palestinian communities in Area C which is crucial for maintaining Palestinian presence in Area C.</p> <p><b>The specific objective</b> is to improve access to essential and public infrastructure in Area C.</p>
Final beneficiaries <sup>1</sup>	The expected number of beneficiaries for the selected <b>12 localities</b> is estimated <b>9611 inhabitants</b> .
Expected outputs	<p>Through the implementation of a number of infrastructure projects, the outputs can be summarized as follows:</p> <p><b>Infrastructure projects expected outputs (based on preliminary site visits)</b></p> <ul style="list-style-type: none"><li>- Construction of 150 cubic meter water tank with transmission line.</li><li>- Adding and construction of around 2,000 square meter of schools.</li><li>- Construction of 1,200 square meter grass Playground.</li><li>- Construction/rehabilitation of around 2.0 Km of roads with 5.2-meter asphalt width.</li></ul> <p><b>Complementary works for previous projects</b></p> <ul style="list-style-type: none"><li>- Supply of solar system for electricity production (40 KW),</li><li>- Construction/rehabilitation of 1.0 km of roads.</li><li>- Complementary works for schools (Fence, boundary walls, water tank, etc...), and supply/install Solar Led Street Lights, seats and toys,. etc.).</li></ul>

<sup>1</sup> ‘Final beneficiaries’ are those who will benefit from the action in the long term at the level of the society or sector at large.



Main activities	<ul style="list-style-type: none"><li>- Mobilization and Preparation.</li><li>- Contracting of Local Technical Consultants for the design and supervision.</li><li>- Contracting of project coordinator/engineer.</li><li>- Contracting of Local NGO/firm for community mobilization and civic engagement.</li><li>- Design and tendering the social and infrastructure projects.</li><li>- Implementation of projects along with community mobilization.</li><li>- Closing, Evaluation and Audit.</li></ul>
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## 2. Background on the Assignment

This Communities Mobilization Activities proposed under this phase contributes to the achievement of the outcome **“Strengthened social accountability of targeted LGUs towards citizens and civic groups (youth, women)”** which is endorsed in the Area “C” Development Programme-Phase 2.

The fulfilment of this outcome will result in a **“A pool of local CSOs, LGUs’ staff, civil groups and citizens trained on Civic Participation and Social Accountability Guidelines”**. And, **“Enhanced public participation in influencing projects prioritization”**. These two outputs are endorsed in the project Logical Framework.

The community mobilization activities proposed are based on MDLF previous experience and lessons learned gained from the implementation of the completed five packages under the Area C Development Programme (financed through the EU and the SDC), as well as the lessons learned from the mid-term evaluation of Area C conducted through the EU. It was stated by the evaluators: *“The Project has been carried out more or less as an engineering/construction project focusing and constructing a certain number of infrastructure sub-projects. Following such a top-down construction management approach has left little space for participatory processes to take place. The Project could have been more effective if the construction activities were augmented by other accompanying socially and/or environmentally related training/interventions. It is important, in this case to strike the right balance between administrative management requirements to carry out the construction component versus engaging in a development dialogue/support with the LGUs”*.

The primary objective of this task is to complement the Programme’s hard infrastructure Component by enhancing civic participation of vulnerable communities in local-decision making and thereby improving citizen-local governmental relations and the latter’s accountability.

Addressing the needs of the marginalized communities by improving service delivery and their participation in decision making process cannot be fully realized without the effective involvement and assistance of civil society.

This task will be conducted through reputable and experienced (NGO) as an implementing partner to empower the local community activities and to provide the needed support and social management and assistance to enhance the capacity of the concerned LGUs and local communities in Area C for social and public sustainable services delivery in the target localities.



### 3. Objective of the Assignment:

**The overall objective** of this assignment is to mainstream citizen engagement and social accountability in local decisions making to improve the development results and contribute to building sustainable systems and strategies for citizen engagement with local governance sector.

**The specific objectives** of the entire consultancy is to institutionalize citizen engagement and social accountability in local governance through adopting formal guidelines/procedures and good practices for strengthening civic engagement as an approach where marginalized communities have the power to influence the decisions and services provided by the LGUs. In order to have progress toward effective community participation (CP), the consultancy will focus on the following:

- ✓ Integrate and institutionalize CP and SA tools and practices in LGUs affairs.
- ✓ Build the capacity of LGUs employees, and decision-makers to apply SA concepts and tools in the LGUs for accountable service delivery.
- ✓ Awareness/engagement of the citizens and the LGUs councils' members on the projects activities and the projects related data.
- ✓ Awareness to the citizens about the action plans and update the communities' priorities in a participatory manner as needed, and provide assistance to LGUs in addressing their needs to MoLG.
- ✓ Build the awareness of the concerned LGUs and citizens on the concept of operation and maintenance of the implemented sub-projects in coordination with the Local Technical Consultants (LTCs).
- ✓ Enhance the role of media in social accountability, and increase the public's access to information.
- ✓ Enhance complaints mechanisms within the framework of social accountability in the targeted locations and increase citizens role on how to use them.
- ✓ Increase community participation including women, youth and marginalized groups, ensuring that they are heard and their inputs are reflected in the joint decision – making.
- ✓ Implement a at least two social accountability tools among the targeted LGUs.
- ✓ Additionally, the NGO will be requested to assist in prioritizing and implementing a number of communities initiatives.

### 4. Tasks and Responsibilities

The consulting NGO will work closely with MDLF' staff, and while performing this assignment it must adhere to the principles and transversal themes to include gender & youth empowerment, do no harm, human rights-based approach, collective sensitive program management (CSPM), in alignment with SA tools and instrument endorsed by MOLG. In particular, the consulting NGO should fulfill the following tasks:



Main Tasks	Tasks/ Description
<b>Task # 1 Development and implement Need Assessment</b>	<p>Design, plan and implement need assessment on civic participation and social accountability practices and enabling environment in the local services and LGU work with an emphasis on:</p> <ul style="list-style-type: none"> <li>• Desk review of all available documents, studies, reports related to social accountability, institutional capacity and community mobilization.</li> <li>• Develop a baseline survey using mixed quantitative (questionnaire) and qualitative (Key Informant Interviews, Focus Groups, Document Review) methods to collect data about SA and CP in each targeted area.</li> <li>• Finalize a comprehensive need assessment report to be discussed, coordinated and presented for each LGU.</li> </ul>
<b>Task #2 Design and implement a Capacity Building Plan for LGUs' officials and civic groups and community mobilizers on civic participation/ engagement and social accountability</b>	<ul style="list-style-type: none"> <li>• Based on the need assessment results, the NGO is requested to identify the capacities and training needs of the community members, groups and LGU staff in relation to civic participation and social accountability.</li> <li>• Prepare training materials, checklists, and guidebook to promote and facilitate community engagement.</li> <li>• Design and implement training programs and coaching for LGUs officials, civic groups (CBOs), local social mobilizers (special attention should be given to youth, women and people with special needs) and citizens at the community level.</li> <li>• Develop and provide 4 training days (20 training hours) on civic participation and social accountability for LGUs official and concerned staff including decision makers and councils' members.</li> <li>• Develop and provide 5 training days ( 25 training hours ) on civic participation and social accountability for civic groups, community mobilizers , vulnerable groups including youth and women.</li> <li>• Conduct evaluation of the training program and highlight the lessons to improve the capacity of both local authorities' teams and community members and groups.</li> <li>• Document the training program and develop a report that includes lessons learned and recommendations.</li> </ul>
<b>Task # 3: implementation of SA Tools, and forming Local Development and SA Committees</b>	<ul style="list-style-type: none"> <li>• Forming Civic Mobilization and Social Accountability Committees at each LGU / with special attention to include youth, women and people with disability, (7 -11 participants at each location).</li> <li>• Design a detailed methodology and action plan for the implementation of SA tool in each targeted location with reference to the National SA toolkit.</li> <li>• Implementation of (at least two SA tools in each targeted location based on the action plan)</li> <li>• Follow up plan on the outcomes of the SA tool.</li> <li>• Conduct at least two reflection meetings for local mobilization and social accountability committees and LGUs' staff at each location in order to accelerate the civic participation and social accountability engagement in the public sphere.</li> <li>• Provide progress report to document SA implementation in each location including results and outcomes, lessons learned and recommendations.</li> <li>• Review action plans, desk review and other related documents regarding inclusion and participation of civic groups with special attention to certain groups , youth , women , and marginalize groups.</li> </ul> <p><b>Notes:</b></p> <ul style="list-style-type: none"> <li>- The selection of the concerned SA tools will be based on the criteria that is mentioned in the national toolkit.</li> <li>- The tools are: citizen report card; public hearing; social audit; live broadcast of local council meeting; citizen charter and multi stakeholders dialogue.</li> </ul>
<b>Task # 4: Develop and implement public</b>	<ul style="list-style-type: none"> <li>• Design, plan and implement public awareness and educational campaigns on CP and SA.</li> <li>• Facilitate and lead media campaigns to promote civic participation and social accountability</li> </ul>



<p><b>awareness and educational campaigns on CP, SA</b></p>	<ul style="list-style-type: none"> <li>• Develop educational materials, flyers to increase publicity of social accountability and civic engagement at the community level.</li> <li>• Facilitate workshops and focus group discussions at community and LGU level for sharing, dialogue, and building trustful relation.</li> <li>• Increase awareness of the citizens and the LGUs councils' members on the projects activities and the projects related data.</li> <li>• Provide and design at least three infographics materials during project implementation to promote social accountability and civic participation.</li> <li>• Assist the LGUs to utilize the social networks to reach the key audience and the general public.</li> <li>• Implement a sponsored Facebook, twitter, raising awareness campaign, to post sponsored raising awareness posts to reach wider audience and people in the targeted locations</li> <li>• Initiate local networking and design education and communication materials on rights-based approaches and civic engagement,</li> <li>• Identify and document good practices regarding social accountability and citizen participation at each targeted locality.</li> </ul> <p>This component will include some SA/Communities Development Initiatives that will be implemented under the supervision of the consulting NGO. (there is a separate envelope to finance these CDIs)</p>
<p><b>Task# 5 Monitoring &amp; Evaluation</b></p>	<ul style="list-style-type: none"> <li>• Prepare monitoring, evaluation, accountability and learning (MEAL) plan including main objective, specific objectives on LGUs level and local /community level; deliverables/outputs, quantitative and qualitative indicators, baselines and targets, means of verification, data collection methods, frequency and responsibility, accountability measures like complaint and response mechanisms and lessons learned for knowledge capitalization.</li> <li>• Conduct quarterly "learning through reflection" meetings (3 hours each) in each targeted LGU.</li> <li>• Conduct a progress survey by the end of the first year and by the end of the project in each targeted municipal area.</li> <li>• Assess the impact/change made on citizens engagement, satisfaction and trust in their municipalities (following pathways of change according to Theory of Change) with reference to the baseline survey.</li> <li>• Systemize and document lessons learned and best practices from the citizens engagement mechanisms like feedback mechanisms, complaints, community meetings, and produce a joint briefing note identifying key recommendations and sharing them with stakeholders towards knowledge capitalization.</li> </ul>

## 5. Qualifications

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

Title	Minimum required qualifications
Team Leader (1)	<ul style="list-style-type: none"> <li>- Master's degree in public administration, social science, human resources management, development studies or a related field,</li> <li>- Minimum 6 years' experience providing designing, managing, and implementing projects relevant civic engagement, civil society strengthening, community mobilization and social accountability, or equivalent combination of education and/or experience;</li> <li>- Proven work experience as a team leader or manager and supervisory</li> <li>- Have experience in addressing issues related to management for local government units.</li> </ul>



	<ul style="list-style-type: none"> <li>- He/she should have previous experience in similar assignments and working in building the capacity of local government units' officials in the fields of projects designing, procurement, implementation, and monitoring.</li> <li>- He/she should also possess strong analytical, communication, reporting and people management skills, as well as solid mediating and consensus building skills.</li> </ul>
Project Coordinator (1)	<ul style="list-style-type: none"> <li>- Bachelor's degree in business administration, social science, economic studies, or a related field, master degree is preferable.</li> <li>- Minimum 5 years' experience providing designing, managing, and implementing projects in civil society strengthening, social and community development projects include social accountability and civic participation.</li> <li>- Project coordinator with administration or management background, He/she should have advanced professional and/or academic qualifications in municipal engineering or related technical/development disciplines.</li> <li>- Have experience in addressing issues related to management for local government units in GS.</li> <li>- He/she should have previous experience in coordination and organization of similar assignments and in working with and building the capacity of local government units' officials in the fields of projects designing, procurement, implementation, and monitoring.</li> <li>- He/she should also possess strong analytical, communication, reporting and people management skills, as well as solid mediating and consensus building skills.</li> </ul>
Social and Community Mobilization Expert (1)	<ul style="list-style-type: none"> <li>- Minimum BSc degree in a related field (social studies, social development, sociology and socio-economics etc.).</li> <li>- Professional social and community development and mobilization expert at least 7 years of experience in carrying out community consultation for the identification of community development projects focused on enhancing community participation in municipal decision-making. Experience with social impact assessments (identification, mitigation), participatory planning and budgeting, improvement of consumer satisfaction, enhancement of customer relations by municipalities and utilities, public awareness campaigns.</li> <li>- Capability and Experience in conducting community mobilization activities such as, awareness workshops to the local communities to identify subprojects, action plans, update the communities' priorities, and engage LGU.</li> <li>- Familiar with the Palestinian culture, traditions, and values across the different regions of the country.</li> <li>- Sound facilitation and moderation skills.</li> </ul>
Researcher/ community analyst (1)	<ul style="list-style-type: none"> <li>- A Master's degree in Social Sciences/ development studies /Public Policy or related fields with supervised academic thesis work;</li> <li>- Minimum 5 years' experience in conducting researches need assessment, and community studies are required.</li> <li>- Published/unpublished research, studies, and reports</li> <li>- <b>Knowledge of research methodologies, techniques and statistical analysis.</b></li> <li>- Demonstrated the ability to work with teams and supervise junior colleagues</li> <li>- possess strong analytical, communication, reporting and people management skills, as well as solid mediating and consensus building skills.</li> <li>- Familiar with the Palestinian culture, traditions, and values across the different regions of the country.</li> </ul>
Social Accountability Trainer in Social (2)	<ul style="list-style-type: none"> <li>- At least 5 years of experience in conducting training in similar projects including social and community projects.</li> <li>- Senior trainer with advanced professional and/or academic qualifications in training in relevant fields with a focus on civic engagement and social accountability.</li> <li>- Have experience in addressing issues related to management for local government units in GS.</li> <li>- He/she should have previous experience in similar assignments and in working with and building the capacity of local government units' officials in the fields of projects designing, procurement, implementation, and monitoring.</li> <li>- He/she should also possess strong analytical, communication, reporting and people management skills, as well as solid mediating and consensus building skills.</li> </ul>



Media and Communication Expert (1)	<ul style="list-style-type: none"> <li>- Bachelor's degree in media, communication, or related field</li> <li>- 2+ years' experience in social media</li> <li>- Strong familiarity with the business applications of social media platforms (Facebook, Twitter, YouTube, LinkedIn, etc.)</li> <li>- Knowledge of project management and web design best practices</li> <li>- Experience to address community development issues social accountability and community mobilization</li> <li>- Understanding of social media metrics; able to interpret the results and take action to increase effectiveness of social media campaigns</li> <li>- Strong written and verbal communication skills</li> </ul>
Monitoring and evaluation specialist .	<ul style="list-style-type: none"> <li>- At least a master degree in business administration, monitoring, and evaluation, public policies, statics or any other related field.</li> <li>- At least five years' experience in the field of evaluation and monitoring.</li> <li>- Participatory monitoring and reflection processes are pluses.</li> <li>- Vast experiences in social and developmental work.</li> <li>- Advanced knowledge of the social Palestinian context.</li> </ul>

## 6. Time Frame

The total duration of this assignment is 18 months from the starting date of the assignment.

## 7. Deliverables breakdown and schedule:

The NGOs is expected to provide for the MDLF review and approval the following reports and deliverables which shall be in ENGLISH:

ID	Deliverable Name	Expected Due Date
1	Inception Report <b>including a detailed implementation modality how to customize the above mentioned tasks for small LGUs.</b>	Two weeks of signing the contract.
2	Comprehensive Need Assessment Report concerning SA and CP in the targeted locations and Baseline survey about social accountability in the target localities. The assessment report shall be detailed oriented and shall include action plan for the enhancement of civic engagement.	3 months of signing the contract.
3	Training materials, plans, and training reflection report including pre and post training evaluation	6 months of signing the contract.
4	Progress report concerning the implementation of SA tools	9 months of signing the contract.
5	Public awareness and educational campaigns completion report	12 months of signing the contract.
6	Monitoring and evaluation report.	15 Months of signing the contract
7	Final report including a BIA for the implemented projects	Two weeks before the closing date.





## 8. Criteria for the selection of the NGO:

- A registered and accredited NGO within the local jurisdiction for the past 5 years.
- An organization where its main objectives are in the following fields: social accountability, social development, local governance, human rights and democracy, conflict resolution and freedom, policy advocacy
- At least 3 years of experience in the implementation of SA in the local government sector.
- Implementation of effective programs: an organization that has programs and volunteers in the local community.
- Recent involvement in studies or evaluation of social accountability interventions.

## 9. Contract Type and payments schedule

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

- **Payment 1: 10%** of the contract amount upon the submission of the inception report acceptable to the client.
- **Payment 2: 15%** of the contract amount upon the submission of a Comprehensive Need Assessment Report concerning SA and CP in the targeted locations and Baseline survey about social accountability in the target localities
- **Payment 3: 15%** of the contract amount upon the submission of the Training materials, plans, and training reflection report including pre and post training evaluation.
- **Payment 4: 15 %** of contract amount the submission of implementing SA tools and forming local community mobilization and social accountability reflection report, acceptable to the client
- **Payment 5: 15 %** of the contract amount upon the submission of Public awareness and educational campaigns completion report
- **Payment 6: 15%** of the contract amount upon the submission of the . of the Monitoring and evaluation report.
- **Payment 7: 15%** of the contract amount upon the submission of the Final report including a BIA for the implemented projects.

## 10. Reporting and Management

The Municipal Development and Lending Fund (MDLF) will be responsible for coordinating activities with the consultant, processing payments, and for acceptance of the deliverables.

Municipal Development and Lending Fund

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Annex 1: List of Projects



صندوق تطوير وإقراض الهيئات المحلية  
Municipal Development & Lending Fund



Governorate	Location	Project	Population	Cost Estimate \$	New / Complementary
Qalqilia	Jit	Construction of new Elementary <b>School</b> - 1000m2	974	1,000,000	New
	Hajja	Rehabilitation of internal <b>roads</b>	2941	279,800	New (not yet confirmed)
	Isla	Rehabilitation of internal <b>roads</b>	1180	100,000	New
Tulkarm	Kafa	Rehabilitation of internal <b>roads</b>	552	200,000	New
Bethlehem	Khirbet Al Nahla	Expansion of elementary <b>School</b> - 500 m <sup>2</sup> additional floor	179	270,000	New
	Iskaria	Rehabilitation works ( <b>Roads and school</b> ) for Iskaria including school walls isolation and interlock paving for roads	311	250,000	Top up
Hebron	Fuqeiqis & Khirbet Salama	Expansion of elementary <b>School</b> - 500m <sup>2</sup> additional floor)	409	230,000	New
	Um Al Khair	Supply and install <b>Solar</b> LED street light with light control outdoor waterproof IP65 polycrystalline Silicon LED.	949	50,000	Top up
Jenin	Al Mansoura	150 m3 <b>Water Tank</b> and transmission pipe line	324	270,000	New
Tubas	Al Aqaba	Supply and install <b>Solar</b> system for electricity production(30KW)	263	30,000	Top up
		Supply seats and Toys for the <b>Public Garden</b> .		30,000	Top up
Nablus	Yanoun	Supply and install <b>Solar</b> system for electricity production(10KW)	141	12,000	Top up
Jerusalem	Qalandiya	Construction of 1200m2 of grass <b>playground</b>	1390	500,000	New
<b>Total Estimated Cost for above projects</b>				<b>3,222,000</b>	<b>8 New</b> <b>5 top up</b>