



## **Municipal Development Program Phase four (MDP4)**

“West Bank & Gaza Resilient Local Government and Municipal Services Project”

### **Cycle I**

## **Local Technical Consultant (TOR)**

West Bank – Middle Cluster

Reference: 4.2.2-MDP4VCI

### **1. Introduction**

#### **MDP as a national program**

In 2009, the Palestinian National Authority (PNA) has initiated a national Municipal Development Program (MDP) to support local development in the country with specific focus on improving capacities of municipalities to provide better services to the Palestinian citizens. The Municipal Development and Lending Fund (MDLF), as the national development agency in the local government sector, has been mandated to implement the MDP, which is a multi-phase national program that has been financed by the Palestinian government and several international financing partners. MDP is designed to contribute to the larger Palestinian Government objectives related to strengthening local governments by enhancing their efficiency and effectiveness in managing their municipal affairs by moving them towards fiscal stability over the longer-term. The program will support 159 municipalities in WB&G, which includes 25 municipalities in Gaza and 134 municipalities in the West Bank. MDLF manages technical assistance and support to the targeted LGUs to implement infrastructure sub-projects. MDLF intends to hire a Local Technical Consultant (LTC) to provide technical support to the targeted Municipalities for the implementation of sub-projects of Component 1-MDP 4.

#### **MDP4**

The Municipal Development Program Phase Four Objective is to strengthen municipal capacity to deliver accountable, sustainable, inclusive, and resilient services to the municipal population in the West Bank and Gaza. MDP4 is a continuation of a national program series that provides financing incentives for the Local Government Units (LGUs) across the West Bank and Gaza Strip (WB&G), and it builds on previous phases. MDP4 will be financed by several donors in addition to the Palestinian Authority including Danish International Development Assistance (DANIDA), The World Bank (WB), German Development Bank (KfW), German Technical Cooperation (GIZ), French Development Agency (AFD), Swiss Agency for Development Cooperation (SDC), Belgian Technical Cooperation (ENABEL/BTC), and the European Commission (EC).



The project will be implemented in two consecutive cycles, and is structured in four components:

**Component 1: Performance Based Service Delivery Grant Transfer:** Through this component the program will provide participating municipalities with the Performance-Based Grant (PBG) financing that will be used to finance infrastructure sub-projects in the following sectors: road rehabilitation , public facilities, water and wastewater services, electricity and energy projects, and solid wastes management, taking into consideration a negative list which considers high social and environmental risk projects, in accordance with project Environmental and Social Framework (ESF) requirements. The specific infrastructure sub-projects will be selected from the municipality Strategic Development and Implementation Plans (SDIPs).

**Component 2: Sector Policy and Institutional Development:** This component, implemented by MDLF, is designed to reinforce, and complement MDP other components with targeted technical assistance (TA), policy guidance, and capacity development for municipalities and other various public agencies at the national level. Its primary aim is to increase the capacities of municipalities to be able to provide better services for their citizens. Additionally, MDP4 will aim at increasing transparency and accountability in administering the intergovernmental fiscal system; develop ways and means of improving local government revenues (including fiscal transfers and own-source revenues); and provide on-demand technical support to participating municipalities seeking to meet performance criteria or improve their resilience and climate change related planning and implementation efforts.

**Component 3: Competitive Grants for Natural hazard and Climate Change Resilience:** In alignment with National Policy 31 “Ensuring a Sustainable Environment” of the National Development Plan 2021-2023, the component will support municipalities to reduce natural hazard related risks in support of the efforts of the Palestinian Authority (PA) to alleviate climate change impacts and reduce all forms of environmental pollution. The component will cover TA as well as offer financing of small-medium scale physical works. Climate change will be integrated along all project’s components. The project will be selected, designed and implemented in response to climate change adaptation and mitigation measures.

**Component 4: Project Implementation Support and Management:** This component will finance goods and consultant services for monitoring and evaluation, outreach and communication and local technical consultants for the engineering supervision of Component 1 and the MDLF management fee.

## 2. Objective of the Assignment

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 in their strategic development and investment plans. This technical support and assistance will include on-the-job training and full responsibility for implementing all tasks and activities.

Specific objectives are:



- (i) *Project planning and design:* review the application forms, designs (survey maps, existing plans, design drawings, licenses, bill of quantities, specifications, and bidding documents...etc.); review and verify procurement plans, infrastructure and services maintenance, designs, specifications, and bidding documents.
- (ii) *Project implementation and supervision:* assist the municipalities in the supervision process and build the capacity of the staff of targeted Municipalities to implement projects including communication with contractors, MDLF, and others, reporting on implementation progress, monitoring of indicators, and compliance with the standards delineated by MDLF.
- (iii) *Ensuring compliance with technical and fiduciary aspects:*
  - 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 provision of mitigation measures).
  - Build the capacity of staff of municipalities in all aspects and in all of project's stages.

### 3. Scope of Work

In each target Municipality in the West Bank (see list in Annex AI), the 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 two stages: (1) project planning and design; and (2) project implementation and supervision and subprojects closer. The LTC team of specialists is expected to support targeted municipalities throughout the design, procurement, and supervision stages and during implementation of infrastructure projects in all related aspects.

### 4. Tasks and Responsibilities

The below-mentioned tasks shall be carried out at each municipality:

- Provide technical support and on-the-job-training to targeted Municipalities on all stages of the project. This includes but not limited to, reviewing, and verifying of all information submitted in/with application form, reviewing and verifying the design, specification and bill of quantities of each sub-project, supervise the implementation of all approved sub-projects which will be resulted from the MDLF allocation and the municipalities contributions or other contributions, regardless the number of sub-projects, and inspections of completed works and delivered goods.
- Assist the municipalities in 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, in addition to energy efficiency manual); (iii) advertising; (iv) requesting bids; (v) evaluating bidding documents; (vi) contract award and contract management; (vi) complaints and litigations.



- During their interaction with the Municipalities, the LTC experts will assist and 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 municipalities staff. This will include communication with contractors, MDLF, and others, reporting on implementation progress, monitoring of indicators, ensure compliance with MDLF's procurement, financial, social, and environment safeguards procedures (including provision of mitigation measures) and compliance with the standards delineated by MDLF.

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

- a) The LTC team of experts must gain a clear understanding of the projects' objectives, principals, methodology, implementation procedures, guidelines and acceptable practices, and scope, in order to be able to act as an efficient, cooperative, and friendly advisor to MDLF and municipalities. For each sub-project, the LTC team of experts shall conduct site visits for all subproject sites, 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) Based on site visits conducted by the LTC team and in coordination with municipality concerning the application forms of the projects, the LTC shall prepare a comprehensive report describing all aspects of the project, among others, the technical, the environmental, and the social aspects. The report should be shared with the MDLF and the individual E&S consultants.
- c) For sub-projects that have been environmentally and socially screened by MDLF E&S individual consultants, the LTC shall review the environmental and social screening, application form, stakeholder engagement reports, and other documents and verify that all MDLF's comments and recommendations have been incorporated into the design and bidding documents.
- d) Ensure that all subprojects' designs comply with climate change mitigation and adaptation measures as set out in the project Operation Manual (POM) and national and international standards.
- e) When applicable, ensure that all subprojects' designs comply with the resilience plans of municipalities as indicated in the POM.
- f) While collecting project data, the consultant shall consult with 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.
- g) Where needed the LTC shall review 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.
- h) The LTC shall support and conduct on-the-job training for targeted municipalities in developing an operational and maintenance plan and updated procurement plan.



- i) The LTCs shall review the municipalities application forms of the subprojects and stakeholder engagement reports and all documents for the targeted Municipalities in order to take them in consideration during the design and implementation, the required reports and the accuracy and reasonableness of readily measurable baseline and outcome indicators.
- j) The LTC shall review the E&S management instruments prepared by the individual E&S consultants and ensure incorporation of their recommendations in the design documents.
- k) For each sub-project, the LTC shall 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 to check the design approval and stamps as per the Engineering Association/Jerusalem Center requirements and other line ministries' requirements.
- l) The LTC shall verify that the project design reflects the actual situation of the site and is ready to be implemented on the ground. The LTC is responsible for conducting site visits to the project site in coordination with the municipality and submitting site visit reports to MDLF.
- m) The LTC shall ensure that the submitted 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 procurement of goods, as well as that design and specifications comply with energy efficiency manual in all sub-projects.
- n) The LTC shall ensure that the submitted design fully complies with the environmental, social, health and safety considerations as set out in the Environment and Social (E&S) management instruments, and that the Municipality has obtained all required licensing at the appropriate time.
- o) The LTC shall 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 shall be submitted to MDLF at the design stage of each subproject.
- p) For each sub-project, the LTC shall coordinate with the individual E&S consultants and ensure that the design of the project is responsive to the site-specific E&S requirements as set out in the E&S management instruments such as ESMP/E&S checklist, among others. The LTC shall verify that the approved ESMP/E&S checklist from MDLF side is attached in the final design.
- q) Taking into consideration all the mentioned requirements the LTC shall approve the final sub-projects design, specifications and BOQ.
- r) 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) – when applicable - in the bidding process are fully reflected for each sub-project type.
- s) The LTC shall provide MDLF with priced BOQs related to each project as an annex to the final design and bidding documents.



- t) The LTC shall submit evidence showing that full coordination had been carried out with all parties involved in the project such as MDLF E&S consultants and reflect this in the final recommendation letter for the sub-project prior issuing the project to tender.
- u) All recommendation letters that will be issued from the LTC side for instance, pre-approved recommendation letter, final approved recommendation letter, request for awarding, request for variation orders...etc. shall be reviewed and signed by the related LTC specialists. This shall be done in coordination and with the approval of the MDLF individual E&S consultants.
- v) 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.
- w) The LTC shall participate in pre-bid meetings, , bid opening ,bid evaluations, (with a member of the evaluation committee named by the municipalities, contract awards, etc.)

#### **Implementation and Supervision Phase:**

- a) This phase will include supervision of the implementation of all sub projects for the municipalities listed in Annex AI. Details on the tasks required from the LTC in this phase are described below: The LTC shall conduct site supervision for all subprojects and visit all participating Municipalities during project implementation, including at least two site visits per week and as-needed ( such as main activities at site testing, asphaltting, concrete casting, among others) to 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, and ensuring that all workers are covered by the insurance, provided by full PPE and sanitizers, and provided by the proper safety tools at the site. The LTC team experts shall visit the site as needed. The site visit reports shall be submitted to the MDLF using e-application GEMS and any other applications will be requested by MDLF. This includes hard and soft copies if any.
- b) During the site visits the LTC shall ensure that all works are following the approved drawings and specifications, ensure that the works are executed within the scope of 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 inconsideration.
- c) The LTC shall attend when the required tests are carried out.
- d) The LTC's field visit plans shall be submitted for all ongoing sub-projects to MDLF.
- e) The LTC shall ensure proper environmental, social, health and safety requirements are conducted in accordance with the E&S checklist/ESMP/ LMP. This includes but not limited to, conducting OHS training for sub-project workers, signing code of conduct by all project workers, all project workers are covered with insurance and signed contract...etc.
- f) The LTC team shall supervise the implementation activities of the sub-projects using GEMS tools and any other applications will be requested by MDLF, this includes hard and soft copies if any. This will be applied to all municipalities and all sub-projects.
- g) The LTC shall ensure that the grievance mechanism of the projects is implemented properly. This through ensuring if there is any complaint is submitted from any party and



to whom is submitted and how it will be handled and closed. This to be reflected in the site visits reports and others such as monthly report.

- h) The LTC supervising engineers to follow up daily on environmental and social considerations and verify that they are duly considered and documented in LTC and Municipality Daily, Monthly, Quarterly, and Final Reports.
- i) In cases where there is a severe issue requiring immediate action, the LTC shall coordinate with the environmental and social specialists and shall 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.
- j) The LTC's shall coordinate with the environmental and social specialists 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.
- k) The findings shall be recorded on the site visits conducted by the engineers and annexed in the Daily, Monthly and Final Reports.
- l) 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.
- m) 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 standards and Palestinian law.
- n) The LTC shall review for MDLF approval a consolidated updated Procurement Plan and Disbursement Plan periodically and as required.
- o) The LTC shall submit a price monitoring sheet update periodically as required.
- p) 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).
- q) 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)
- r) The LTC shall ensure that all required laboratory tests (to be conducted in the LTC's 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. 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



- s) Municipalities have formal approval from MDLF before dealing with them.
- t) During the site visits the LTC shall ensure that all activities are following the approved subproject documents including drawings and specifications and operation and implementation method statement reports for operation & maintenance Type sub-projects, ensure that the activities are executed within the scope of the sub-project, ensure that all recommendations of the previous visit are taken in consideration.
- u) 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.
- v) 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. To do this, the LTC will be required to:
- 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 costing in the procurement of goods according to the EE Manual.
  - Assist targeted Municipalities in maintaining adequate files, as required in the Procurement Manual.
  - 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
  - Attend the bid opening session for each project and be part of the evaluation committee of the bidders.
- w) 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:
- Review invoices and confirming their accuracy and authenticity supported by all documentation necessary for further reviews by MDLF and Financing Partner teams.
  - Verify that the amounts invoiced are consistent with the delivered work, purchased goods or delivered services.
  - 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.
  - 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 municipality to transfer it to the contractor as stipulated in MDLF manuals.
  - 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);
  - 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





- 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.
- x) Concerning social and environmental standards, the LTC shall ensure that projects are following the MDLF ESMF, LMP, LALF, SEP, ESCP and MDPIV 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 standards. The following to be coordinated with MDLF E & S individual consultants:
- Identify good practice methods that the supervising team of LTC and Municipalities are adopting to ensure public safety and environmental protection.
  - 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.
  - 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.
  - Ensure that the mitigation measures proposed in the ESMP are identified and that necessary environmental and social actions are considered and implemented accordingly.
  - 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.
- y) Concerning overall Monitoring and Reporting, the LTC shall:
- Review the designed project monitoring and evaluation indicators and recommend to MDLF any need for improvement.
  - Monitor the indicators stipulated in the Project Document and include them in the periodic consultant reports.
  - Take high resolution photos of the same scene of each project on a weekly basis and provide to MDLF with captions (before, during and after Implementation);
  - 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.
  - 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;
  - 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.
  - Conduct site visits to 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.
- 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.
  - 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.
  - Prepare site visit reports, including performance indicators and outcomes as per the formats provided in the Operations Manual, application form and Project Document.
  - Prepare criteria for evaluating the performance of each Municipality during the key project phases (Identification and planning stage Planning phase with filling out of the application form, preparing preparation 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.
  - At 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 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 have to inform the MDLF about the results of the self-assessment after completing each project and thus the assessment will be revised quarterly.
  - 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 description for each level) and this will be reviewed and approved by MDLF before starting the assessment.
  - Capture best practices, lessons learned, and success stories to show impact in relation to the project objectives and include in the relevant reports; and
  - Perform project monitoring and evaluation of the LALF.

## 5. Communication

The Consulting Firm shall maintain continuous and timely communication with MDLF to ensure rapid transmission of all information and documents between Municipalities and MDLF. The LTC shall attend weekly or bi-weekly meetings as requested by the MDLF or/and the municipalities. The LTC, and his team when required, shall participate in visits of missions, workshops and any meetings requested by MDLF. LTC environmental and social experts will maintain direct and continuous communication with MDLF officers.



## 6. Deliverables

The consulting firm shall provide for MDLF's review and approval the following reports and deliverables:

**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 shall be in English.

**Summarized Monthly Progress Reports:** These reports shall 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 Monthly Report shall also include the status of all subprojects, including the performance guarantee status and validity. Summaries of the Monthly Reports shall 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. This report shall 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 shall be in English and accompanied by all other requested documents. The soft copy of the final report shall include soft copies of all Monthly and Quarterly reports. All documents shall be submitted in 1 hard and 2 soft copies.

## 7. Qualifications

The consulting firm shall have a permanent office in the **West Bank Area**. This office shall satisfy at least the requirements of the Engineering Association/Jerusalem Center (office area, fax, telephone, copy machine, printer, computer, and meeting room) and shall 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 shall 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 shall 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 shall 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 in all phases with a total level of effort (LOE) of \_\_\_\_\_ 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 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><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>(insert number)</b> ..... Professional Civil Engineers with at least 10 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>
Mechanical Engineer	<ul style="list-style-type: none"><li>- Professional Mechanical Engineer, with at least 10 years' experience in mechanical design and implementation assignments and following the implementation of related mechanical projects (especially public projects and environmental mitigation procedures)</li></ul>



	<ul style="list-style-type: none"><li>- Proven professional experience in energy efficiency and life cycle costing in mechanical-related projects</li></ul>
Electrical Engineer	<ul style="list-style-type: none"><li>- Professional electrical Engineer with at least 10 years' experience in mechanical design and implementation assignments and strong experience in following the implementation of related electrical projects (especially public projects and environmental mitigation procedures)</li><li>- Proven professional experience in energy efficiency and life cycle costing in electricity related projects.</li><li>- proven experience in design, preparing and preparation of specifications and bidding documents for 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 10 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>- Proven professional experience in life-cycle cost procurement methods of goods.</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>
Quantity surveyor	<ul style="list-style-type: none"><li>- Professional civil/architect/surveying Engineer with minimum PA degree</li><li>- Proven experience in quantity surveying with minimum two years in similar projects.</li></ul>

## 8. Timeframe

The total duration of this assignment shall be completed within a period of **26 months** from the date of signing the contract.

Deliverables breakdown and schedule:

Deliverable Name	Expected Due Date
Inception Report	After 2 weeks of signing of contract
Monthly Progress Reports	This report shall be submitted by the end of every month. The report shall include but not limited to, project status, obstacles, and the monthly level of effort for each member of the team.



Quarterly Implementation Progress Reports	This report shall be submitted every 3 months
Final Report	Ten days before the end of the assignment

## 9. 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).

## 10. Contract Type and Payment Schedule

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

- **Payment 1: 10%** of total contract sum on submission of Inception Report, acceptable to the client.
- **Payment 2: 10%** of total contract sum on submission of Progress report (review, verifying, and submission of application forms for all Municipal subprojects in that cluster), acceptable to the client. The Client, with all application forms 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 Report that shall include the revision and verification of designs and bidding documents of all subprojects.
- **Payment 4: 10%** of total contract sum on submission on submission of progress report acceptable to the client and subject to tendering of all projects and awarding of at least 30 %.
- **Payment 5: 15%** of total contract sum on submission of Progress Report, acceptable to the Client, subject to awarding of 70% of subprojects, and completion of 30% of subprojects.
- **Payment 6: 15%** of total contract amount on submission of Progress Report, acceptable to the Client, subject to the awarding of all projects and completion of 75% of subprojects.
- **Final Payment: 25%** of total contract sum on submission of Final Report, acceptable to the Client, subject to the completion of all subprojects.

## 11. Project Administration

The Municipal Development and Lending Fund (MDLF) will be responsible for coordination of all activities with the consultant, receiving and approving invoices for payments, and acceptance of all deliverables.

- Project Manager: Eng. Naim Nou bani (Head of Technical Department)
- Address:
- Municipal Development and Lending Fund
- Alamal tower, Mecca St. Albalou' RD
- Al-Bireh Palestine.
- Tel: (02) 2426610; Fax: (02) 242 6617
- E-mail: [nnoubani@mdlf.org.ps](mailto:nnoubani@mdlf.org.ps)



## Annex

### Jerusalem, Ramallah & Albireh, Salfit, Qalqilia

No.	Municipality	Governorate	Total Allocation (Euro)
1.	Anata	Jerusalem	
2.	Beit Sureik	Jerusalem	
3.	Beit Anan	Jerusalem	
4.	Bir Nabala	Jerusalem	
5.	Qatanna	Jerusalem	
6.	Bedu	Jerusalem	
7.	Al Ram	Jerusalem	
8.	Kofor Aqab	Jerusalem	
9.	Hizma	Jerusalem	
10.	Beit Hanina	Jerusalem	
11.	Beit Ikxa	Jerusalem	
12.	Al-Jeeb	Jerusalem	
13.	Al-Jdeira	Jerusalem	
14.	AL-Qbeebe	Jerusalem	
15.	Al Tayybeh	Ramallah & Albireh	
16.	Atara	Ramallah & Albireh	
17.	Abwein	Ramallah & Albireh	
18.	Turmosayya	Ramallah & Albireh	
19.	Al Mazra'a Ash Sharqeyya	Ramallah & Albireh	
20.	Birzeit	Ramallah & Albireh	
21.	Ne'lin	Ramallah & Albireh	
22.	Sinjel	Ramallah & Albireh	
23.	Deir Debwan	Ramallah & Albireh	
24.	West Bani Zeid	Ramallah & Albireh	
25.	Beit Liqia	Ramallah & Albireh	
26.	Beitunia	Ramallah & Albireh	
27.	Al Bireh	Ramallah & Albireh	
28.	Sorda - Abo Qash	Ramallah & Albireh	
29.	Kobar	Ramallah & Albireh	



30.	Rawabi	Ramallah & Albireh	
31.	Beit Oor Al-Tahta	Ramallah & Albireh	
32.	Al-Mizra'a Al-qibliia	Ramallah & Albireh	
33.	Deir Istia	Salfit	
34.	Bruqin	Salfit	
35.	Kefel Hares	Salfit	
36.	Qarawat Bani Hassan	Salfit	
37.	Kufor Al Deek	Salfit	
38.	Al Zawyeh	Salfit	
39.	Bedia	Salfit	
40.	Salfit	Salfit	
41.	Kefel Hares	Salfit	
42.	Jayyus	Qalqilia	
43.	Kufor Tholoth	Qalqilia	
44.	Hableh	Qalqilia	
45.	Azzun	Qalqilia	
46.	Qalqilia	Qalqilia	