



صندوق تطوير وإقراض البلديات
Municipal Development & Lending Fund

Municipal Development Program – Phase 4

Monitoring & Evaluation Arrangements

2023

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1. Introduction

a. M&E (General Perception)

The process of M&E is defined as the tracking of implementation and assessing of results achievements for Development Programmes through the use of information, in order to continuously improve the decision-making process. The main objective of managing results is to achieve best possible [development] results on the ground, and to improve effectiveness, for better life of people.

Results-based management concentrates on the causality, i.e. the inputs and activities lead to outputs and services, which in consequence lead to outcomes and impact as explained in the results chain in **Figure (1) below**.



Figure 1: The general framework for the results chain

Within this context, the essential terms used in the results chain on which the M&E system depends are as follows:

- Inputs: Financial and human resources used in the implementation of activities (developmental inputs).
- Activities: the work that will be executed through which the inputs will be used (funds, human resources) to produce the outputs.
- Outputs: the service or product that is produced upon executing the activities.
- Impact: the long-term impact, whether primary or secondary impact resulting from the inputs, outputs and outcomes.

This document, which reflects the M&E arrangements of MDP 4 has three dimensions: (1) Data gathering; (2) internal assessment and outsourced evaluations; and (3) Reporting requirements. It also outlines the requirements/indicators and elaborates processes and protocols for verification.

b. Results Based Monitoring at MDLF

MDLF has long-standing experience and strong capacity applying results-based monitoring and evaluation and has an RBM system in place, which attempts to measure the relevance, effectiveness, efficiency, impact, and sustainability and coherence of initiatives implemented by the institution (OECD Evaluation criteria). MDLF has demonstrated its strong M&E capacity through implementing MDP and other development programs.

The Results-Based M&E system has been used by MDLF to monitor the results and achievements of MDLF interventions. The manual was developed to be flexible and user-friendly by the M&E specialist along with other MDLF related staff.

Following international standards, MDLF has adopted the results-based monitoring system, which combines monitoring the implementation as well as the assessment of results. A results-based monitoring system tracks both implementation (inputs, activities, outputs) and results (outcomes, impact) and portrays these in a result-chain, underpinned with indicators. Therefore, MDLF not only evaluates and monitors inputs, activities, and outputs but also assesses how these resources and outputs are used by different stakeholders and decision-makers to achieve the intended benefits.

2. M&E Objectives in the Context of MDP4

Since 2008, the Palestinian National Development Plans (NDPs) have included pillars to support local development and recognized the need for better LGU management and increased accountability to provide effective services for their residents.

The Palestinian National Policy Agenda (NPA) 2017-2022 “Putting Citizens First” describes the strategic direction of the government in three pillars. The revision of the NPA (2017-2022) have revealed limited changes, while the core substance of the NPA have been maintained in the updated National Development Plan (NDP) 2021-2023. The current and the revised national plan/agenda address the sustainable services delivery as a key pillar as well as the reform initiatives for municipal financial sustainability. Both strategies are also clearly stated in the MoLG Sector Strategy 2017-2022 and the updated one 2021-2023.

The updated NDP 2021-2023, in its second pillar “**Excellent Public Service Provision**”, is prioritizing “**Government for Serving Citizens**” with two related national policies aiming at:

- (a) promoting responsive Local Government (National Policy 7) and
- (b) improving services to citizens (National Policy 8), with a special focus on “Area C.”

The NDP also seeks to promote Resilient Communities and Sustainable Environment, and intensifies a focus on climate change with special attention to natural resource management and sustainability.

In this context, the MDLF strategic plan “2022-2026” was developed to be fully aligned with the NDP (2021-2023). Considering that MDPξ is the core intervention of MDLF for the coming four years, the result chain of MDPξ was developed in a manner that contributes to achieving the MDLF strategic objectives which contributes to achieve the national development objectives concerning the local government.

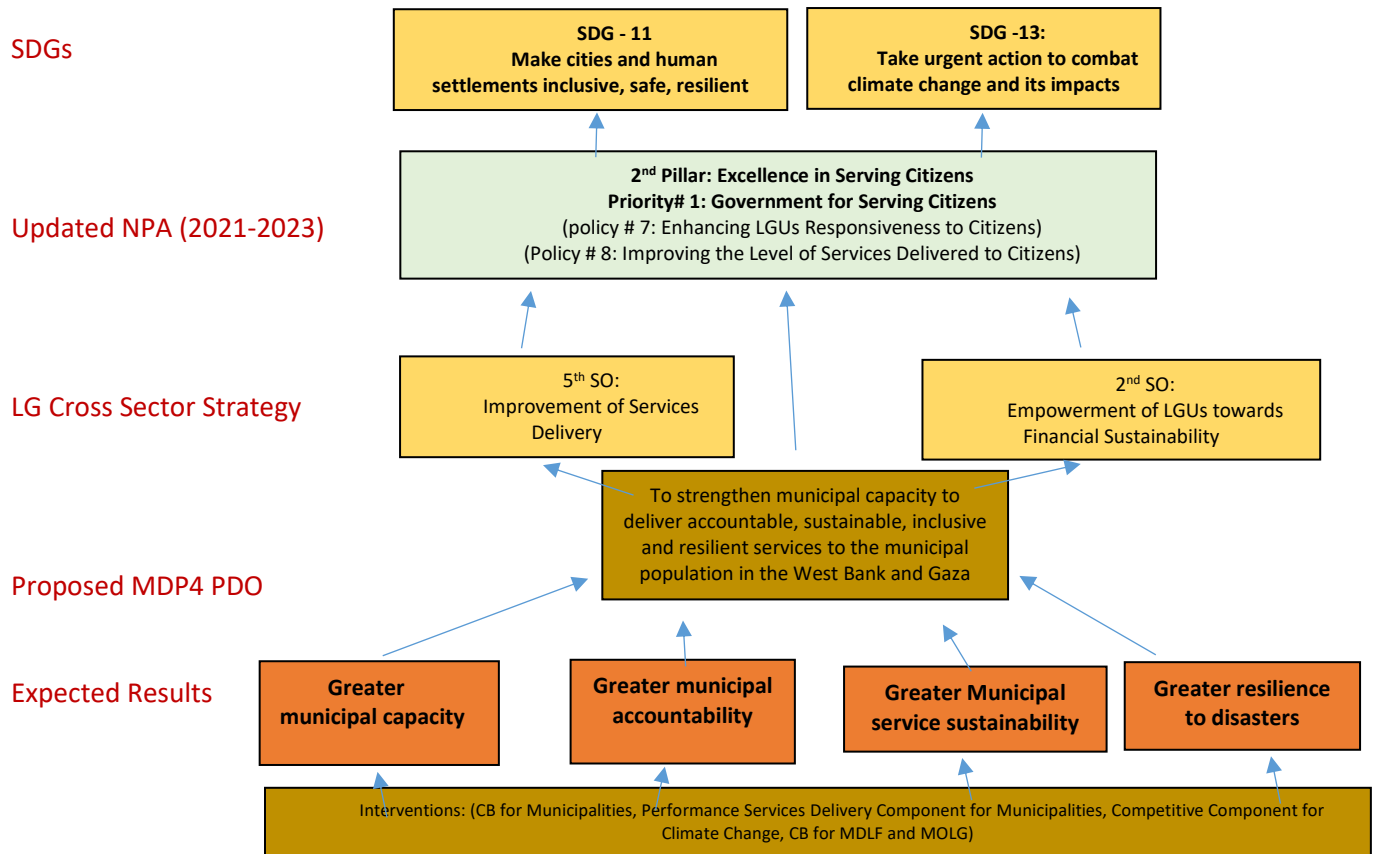


Figure 2: Linkage of MDP4 Results with updated NPA (2021-2023)

3. MDP4 Components

01.

**Performance
Services Delivery
Component**

Through this component, the project will provide participating municipalities with the Performance-based financing needed to advance in the process of fulfilling their mandated service delivery responsibilities and will support alignment with the capacity building activities under component 2. Participating municipalities will receive grants determined based on the achievement of municipal KPIs.

02.

**Capacity
Development
Component**

Over the years, MDLF was able to support all municipalities with different capacity building packages to help them institutionalize their work and to improve their graduation on the performance ranking ladder. Municipalities will be eligible to receive support under this component to strengthen their capacities in a number of areas, including, financial management, investment planning, operations and maintenance programming, social accountability, credit worthiness and e-governance. As with the predecessor MDP3 project, the municipal capacity development activities will be identified by municipalities together with MDLF support. Activities will be aligned with key project performance indicators to facilitate their development and performance in targeted areas.

In addition, this component will target the MDLF, MOF and MOLG with specific capacity development activities in the framework of local governance reform, which includes:

- a) Developing a National-Level Municipal Finance Information System,
- b) Preparing an Operations Manual for the IGFT at the national level,
- c) Monitoring LGU Net Lending,
- d) Identifying policies to increase LGU Own-Source Revenues ,
- e) Rationalizing LGU Functional Responsibilities and Updating LGU Classifications,
- f) Support for MDLF Transition

03.

**Competitive
Grants for
Natural hazard
and Climate
Change**

This component will cover technical assistance as well as offer financing of small-medium scale physical works. More specifically this component will cover:

Subcomponent 3.1. Natural hazard and climate change risk assessments.

Subcomponent 3.2. Natural hazard and climate change adaptation investments.

04.

**Program
Management**

This component will finance the functioning of the teams that are part of the MDLF supporting the implementation of the project

4. Arrangements for results monitoring

MDP4-M&E system essentially serves as a tool that will promote enhancing the learning process of all stakeholders and guide the project management team towards processes aiming to improve the efficiency and effectiveness of the project as well as enhancing the quality of reports delivered in terms of content and time.

MDLF will use the M&E (RBM) manual as a general approach for monitoring and evaluation. However, the manual will be customized to fulfill the special requirement of MDP4-M&E.

MDLF will be responsible for monitoring the achievements of the PDO results and reporting on the achievement at different levels (outcomes, intermediate outcomes, outputs, and activities).

MDLF will use standard templates for quantitative and qualitative data gathering and consolidation regarding the process indicators and the results indicators as well. Where needed, the existing systems in MDLF would be modified or extended to fit the requirements of M&E for the MDP4. For example, MDLF will submit as part of the progress reports, onward, the Program results framework with achievements update, along with additional disaggregated indicators showing results by sector, and indicating other gender and special consideration disaggregated data, where applicable.

In addition to the monitoring of the results at different levels, namely, (outcomes, intermediate outcomes, outputs). MDLF will be responsible for monitoring the activities and work packages by producing such internal reports that describe the progress and the implementation status as well, concerning the disbursements and the procurement where the top management will be able to assess the implementation process effectively.

MDLF will be accountable for reporting to all DPs. The report will highlight the achievements on the results framework, and the financial disbursement as well. MDLF will submit Semi-Annual and cumulative Annual Progress Reports to the DPs, on progress and the achievement of the Program objectives and results, also highlighting any issues for attention.

5. Gender performance monitoring - Gender needs are reflected in the monitoring system

The project engages women via a participatory process through which they will be involved in the selection and prioritizing of subprojects. In the Result framework, wherever is applicable, the reported changes in key indicators, describing outputs and outcomes are gender disaggregated in a meaningful manner. Beneficiaries' satisfaction with the services provided under the project are assessed through a beneficiary questionnaire classified according to gender and vulnerability. The MDP 4 will continue to promote municipal development interventions that better address the needs and priorities of women, and to facilitate full participation of women in municipal planning and development processes.

Gender consideration in the Monitoring & Evaluation includes:

- MDLF has refined the program KPI's to include specific indicators to measure the gender inclusion in the different program components. For example, at least 10% of the SDIP identified priorities (in terms of # of projects) serve vulnerable groups (including women) and marginalized areas. This indicator will be measured by referring to the municipalities' SDIPs and assessing the typology of projects in terms of inclusion and to what extent those identified projects will target the vulnerable groups. Adding to that, to what extent the projects will specifically target vulnerable areas within the municipalities' boundaries. The percentage will be measured in terms of # of sub-projects by end of each cycle.
- The MDP4 will continue its explicit focus on gender; quotas (30% minimum) for the inclusion of women and youth in Social Accountability committees. The compliance with quotas (min 30%) will be assessed throughout the implementation of SA and civic engagement activities and will

be reflected in the regular reports that will be prepared by the local NGOs/consultants and consolidated in MDLF semi-annual and annual reports.

- Grant application forms are updated to be gender-sensitive, and specific efforts are made to ensure a gender balance in the capacity development packages.

6. Beneficiaries calculation methodology.

Reporting on beneficiaries is essential for the program management, advocacy, and accountability to MDLF, DPs and other stakeholders.

Actual beneficiaries of the projects¹ will be calculated periodically throughout the project. The output indicators used to report this information will be disaggregated in terms of gender, sex, and disability: **“Number of women, men, boys, and girls and those with disability receiving assistance through enhanced services”**. The actual number of household members is assumed to be the average number of household members as shared by PCBS at the municipality level. And the calculation of beneficiaries will be done at different levels:

- During the request for application where the estimated figures will be provided by the municipalities.
- During the appraisal stage where the Local Technical Consultants will verify the beneficiaries’ figures.

As reflected in the result framework, MDLF has two beneficiaries’ indicators that are disaggregated by sex, disability and age group as follows:

1. Direct beneficiaries of Component 1 and 3 activities (Number)
 - 1.1 Percentage of which are women
 - 1.2 Percentage of which are people with disabilities
 - 1.3 Percentage of which are people under 18 years of age

- This indicator measures the cumulative number of people living in municipal areas that have been provided with access to improved services, public spaces, parks, and/or urban environmental conditions.
- The disaggregation of the data will be based on the available data from the PCBS on the composition of households in terms of (women, people with disabilities, and people under 18 years age) at the municipality level.

NOTE: Double counting remains a key challenge as there are beneficiaries who will benefit from several projects in the same area; However, MDLF will not double count these beneficiaries.

2. Beneficiaries satisfied with the services provided under the project (Percentage)
 - 2.1 Percentage of which are women (Percentage)
 - 2.2 People under 18 years of age (Percentage)
 - 2.3 Percentage of which are people with disabilities (Percentage)

The objective of integrating the BIA in the project assessment process is to identify the beneficiaries

¹ Component (1) supports municipal infrastructure for improved service delivery. Services improved include sectors such as water, roads, electricity, solid waste, public facilities such as schools, sport tracks, parks, and others.

‘perspectives on changes related to services provided linked with project support (relevance/ usefulness, responsiveness).

This indicator will assess the perception of direct beneficiaries under project investments through a Beneficiary questionnaire classified according to gender and vulnerability. The findings of respective survey iterations will be used to inform the municipalities’ efforts to improve the project’s processes and results

7. Municipal Performance Assessment

Like MDPI and MDPII and MDPIII, municipal performance will be measured through Key Performance Indicators (KPIs) focusing on financial sustainability, good governance, integrated planning, and inclusion of vulnerable groups. Municipalities are ranked based on the KPIs they achieve and receive capital investment grants that increase with their performance in accordance to the agreed upon Grant Allocation Mechanism “GAM”. In addition to performance measured by KPIs, the GAM also includes a per capita and needs-based allocation. The grants will be adequate to incentivize municipalities to achieve the KPI targets and make impactful service delivery improvements. The eligibility criteria for municipalities to qualify for grants will include a set of minimum conditions reflected on the table below that need to be met on an annual basis and are governed by provisions in local laws, e.g., approval of the annual budget and the preparation of SDIPs.

Eligibility Criteria
Annual Budget submitted via the foreseen electronic platform. and approved by MOLG
SDIP is prepared according to guidelines and updated annually.
Public disclosure of annual budget, SDIP, and MDP performance ranking (two out of three)
Municipalities are actively submitting information within the MOF Net lending portal (once the portal is operational)

The key performance indicators are designed to **a) have an impact on LGU’s performance and address key blockages in service delivery; b) be based on statutory requirements and best practices; and c) be challenging but achievable in the short and medium term.**

Municipal performance will be assessed by an independent third-party verification agency three times, based on the 19 KPIs. The first will be carried out during project initiation to create a Municipal Performance Assessment baseline and rank municipalities for the first grant cycle disbursements; the second will be conducted at midterm to determine the second grant cycle disbursements. The final assessment will be carried out at the closing to measure the progress of participating municipalities throughout the project lifetime but will not involve any grant disbursements.

MDP4 KPIs – 1 st cycle			
KPIs – 1 st Cycle	Verification Protocol	Performance Areas	Rank
1. Cost Accounting Systems Set up	a) LGU is applying a costing method for setting out the needed resources for costing the major services.	Institutional Performance	A
	b) The current system provides the structure of the applied costing method (What expenses are direct and what expenses are indirect).		
	c) The current system provides necessary reports for forecasting, planning, and ratios for the last complete FY.		
	* Eligibility Condition: The Adoption of IPSAS (Accrual Accounting) and Fund accounting.		
2. IFMIS implemented	a) financial position statement generated from the system for the last FY.	Institutional Performance	A
	b) financial performance statement generated from the system for the last FY.		

MDP4 KPIs – 1 st cycle			
KPIs – 1 st Cycle	Verification Protocol	Performance Areas	Rank
	c) Cash flows statement generated from the system for the last FY. d) Comparison statement between actual and planned results for the last FY. * Eligibility Condition: The Adoption of IPSAS (Accrual Accounting) and Fund accounting.		
3. Green Spaces implemented	a) The municipality has expanded or rehabilitated green spaces (at least 0.1 m ² per capita in the past two years) b) Availability of public green space of > 0.5 m ² per capita in West Bank urban municipalities and > 0.3 m ² per capita in Gaza and West Bank rural municipalities. The classification of municipalities (rural and urban) is based on the PCBS data at the municipal level that we previously used in MDP2 and MDP3.	Services Quality	A
4. LGU's Liquidity.	a) The calculation for this ratio is Current Ratio (Liquidity) = Current Assets/Current Liabilities. b) $1 < X < 2$. A current ratio of "2.00" is considered sufficient; but to be able to provide service to the public and to pay off its debts when they are due, a current ratio of "1.00" is considered a safety limit for the institution's payment capability. c) financial position statement generated from the system for the last FY. * Eligibility Condition: The Adoption of IPSAS (Accrual Accounting) and Fund accounting.	Used to evaluate a LGU's ability to pay its short-term obligations, such as accounts payable and wages) Financial Management	A
5. At least 10% of the SDIP-identified priorities (in terms of # of projects) serve vulnerable groups and marginalized areas.	b) At least 10% of SDIP's planned projects serve vulnerable communities and groups including PWD's, the elderly, women and girls, and youth as well as the people living in marginalized areas within the boundaries of the municipality.	Transparency and Accountability	A
6. Electronic Services in place and functional	a) Up-to-date EMS portal information b) Evidence for functional EMS	Services Quality, Transparency, and Accountability	A
7. $10\% < X < 15\%$ of the operational expenditure <u>Paid</u> for Maintenance	a) Paid maintenance expenditure $10\% < X < 15\%$ of Paid total operational expenditure in the last complete FY b) The calculation for this ratio is: <u>Paid</u> Maintenance expenditures/ <u>Paid</u> Operating expenditures	Service Sustainability	B
8. Operational Surplus achieved	a) Operational revenues exceed operational expenditures for the last FY b) Operational Surplus (margin) = <u>Collected</u> Operational revenues - <u>Paid</u> operational expenditures.	Financial Management	B
9. LGU's Fiscal Autonomy	a) The calculation for this ratio is: Own Revenues /Total Revenues b) This ratio must be at least 80% (WB) or 70% (Gaza) in the last complete FY Total revenues do not include grants & the equation will be calculated on the accrual basis	Service Sustainability (A large percentage of own revenues to the total revenue can mean the LGU depends too much on this source of revenue)	B
	a) Municipal budgets and resource allocation for SA tools.		B

MDP4 KPIs – 1 st cycle			
KPIs – 1 st Cycle	Verification Protocol	Performance Areas	Rank
10. At least two SA tools implemented annually by the municipality and the SA committee	b) Reports related to implemented SA tools	Transparency and Accountability	
11. At least Two major SDIP projects take into account adaptation to climate change risk.	Revision of SDIP document and quantification of CC adaptation-related projects	Services Quality, Transparency, and Accountability	B
12. Minimum standards for the Grievance Redress Mechanism are met.	a) Municipalities have a clear and known procedure for categorization by types of grievances, their classification (Suggestion, Comment, Inquiry, and Complaint), their handling with time frames (at each level); and clarity on the types of process and outcomes.	Transparency and Accountability	B
	b) Reports in place regarding statistics related to the complaints with proven evidence of response.		
13. Unqualified audit opinion from annual external audit executed according to standard ToR of MOLG and audit findings from the previous year (if any) are addressed adequately	a) Audit report satisfactory concerning items listed in the manual and ToR.	Institutional Performance	C
	b) The audit follows up on previous management letters and the municipality has addressed issues raised adequately		
14. Audit opinion disclosed to citizens and stakeholders by foreseen means	a) External Audit in the last complete FY	Transparency and Accountability	C
	b) Disclosure of audit opinion by foreseen means, such as the LGU website.		
15. Staff Costs <40% WB <50% GZ of Operational expenditure	a) Total staff expenditure <40% (WB) or <50% (Gaza) of total operational expenditure in the last complete FY.	Financial Management: (Used to evaluate a LGU's operation efficiency. Is an appropriate amount spent on accomplishing the LGU's services)	C
	b) The calculation for this ratio is: <u>Paid Salaries & Wages expense</u> / <u>Paid Operating expense</u> .		
16. No increase in net lending	a) Revision of water and electricity arrears from MOF records.	Institutional Performance	C
	b) Review the outstanding liabilities for water and electricity from the financial position statement for the last FY.		
17. Fixed asset register in place and regularly updated representing actual values	a) Fixed asset registry set up according to manual	Institutional Performance	D
	b) Fixed asset registry has been updated annually		

MDP4 KPIs – 1 st cycle			
KPIs – 1 st Cycle	Verification Protocol	Performance Areas	Rank
18. Executed budget statement for the previous FY submitted to MoLG on time via the foreseen electronic platform.	a) An executed budget covering the complete fiscal year (January – December) available	Institutional Performance	D
	b) The previous year's budget was generated from the Ministry of Local Government portal.		
	c) MoLG informs MDLF		
19. Public disclosure of executed budget and executed SDIP	a) Information disclosed in line with public disclosure procedures	Transparency and Accountability	D
	b) (second cycle) Annual budget plan disclosure done in the readable budget format		

8. Project Development Objective

To strengthen municipal capacity to deliver accountable, sustainable, inclusive and resilient services to the municipal population in the West Bank and Gaza.

PDO-Level Results Indicators

<i>PDO Result Area</i>	<i>Indicators</i>
Greater municipal capacity	<ul style="list-style-type: none"> Municipalities that graduate up the performance category in which they are currently classified (Number) ²
Greater municipal accountability	<ul style="list-style-type: none"> Beneficiaries satisfied with the services provided under the project (Percentage) <ul style="list-style-type: none"> a. Percentage of which are women (Percentage) b. People under 18 years of age (Percentage) c. Percentage of which are people with disabilities (Percentage)
Greater Municipal service sustainability	<ul style="list-style-type: none"> Direct beneficiaries of Component 1 and 3 activities (Number) <ul style="list-style-type: none"> d. Percentage of which are women (Number) e. Percentage of which are people with disabilities (Number) f. Percentage of which are people under 18 years of age (Number) Operations Manual for the “Intter Governmental Fiscal Transfee - IGFT” prepared and adopted (Yes/No)
Greater resilience to disasters	<ul style="list-style-type: none"> Number of subprojects completed that address natural hazard and climate change risks (Number)

² The ranking system has 10 ranks based on 4 categories (A, B, C, D) with 19 KPIs.

9. Primary MDLF staff with M&E Functions and Responsibilities

It is important to understand M&E as a collective effort rather than the limited task of the M&E unit. Accordingly, MDLF staff are expected to participate in varying extents in the monitoring and evaluation of MDP4, involving mainly, but not limited to the following:

- The existing **M&E specialist** who will lead the response and efforts for aggregating and synthesizing data on the program's outcome indicators and reporting on outcomes, based on the agreed results-based M&E framework. This function is hosted at the MDLF Strategic Planning and External Relations Department.
- The M&E specialist will be supported by the existing **IT/MIS Specialist** (for support in electronic data handling and web application surveys). MDLF **engineers** are also expected to play a role in the exchange of data and information between municipalities and the MDLF particularly for component 1 and component 3.
- The **Institutional Development and Technical Assistance Manager and the department staff** will ensure that data on the performance-based grant allocation mechanism and the Capacity Development activities are monitored appropriately. Having the in-house staffing capacity for the overall management and coordination of the capacity building, administration, and control of the various packages under component 2 and tracking of performance indicators of the Grant Allocation Mechanism is critical;
- M&E efforts will be complemented by **staff of the Financial Management Department** who are responsible for monitoring the financial aspects and disbursements on MDLF operations, and producing financial reports;
- The **Local Technical Consultants (LTCs)** will perform monitoring tasks particularly in relation to the activities under component 1 and 3, such as supervision of infrastructure works and supply of equipment, reporting on progress, achievements and the compliance with safeguards policies. LTCs will prepare and submit to MDLF quarterly progress reports concerning activities, outputs and findings.

10. Data Sources

There are different key stakeholders for MDP4, among them; clear communication channels will be ensured with clear arrangements regarding the flow of information. The data will be gathered by the M&E unit from different sources as follows:

- Data from municipalities (directly) using web application tools, concerning the application forms and the information related to the MDP4-KPIs.
- Data from MOLG and MOF concerning the budget data and net lending figures for municipalities.
- Data from LTCs and engineers regarding component 1 and component 3 through the Technical Department, concerning the progress and achievement at the output level.
- Data from the Institutional Development and Technical Assistance Department, concerning the capacity development activities in terms of progress and achievements.
- Data from Financial Department, concerning the financial reports and disbursements.
- Data from outsourced evaluators, concerning the agreed surveys and studies that will be conducted under MDP4.

Figure (7) below, illustrates the flow of information among key stakeholders.

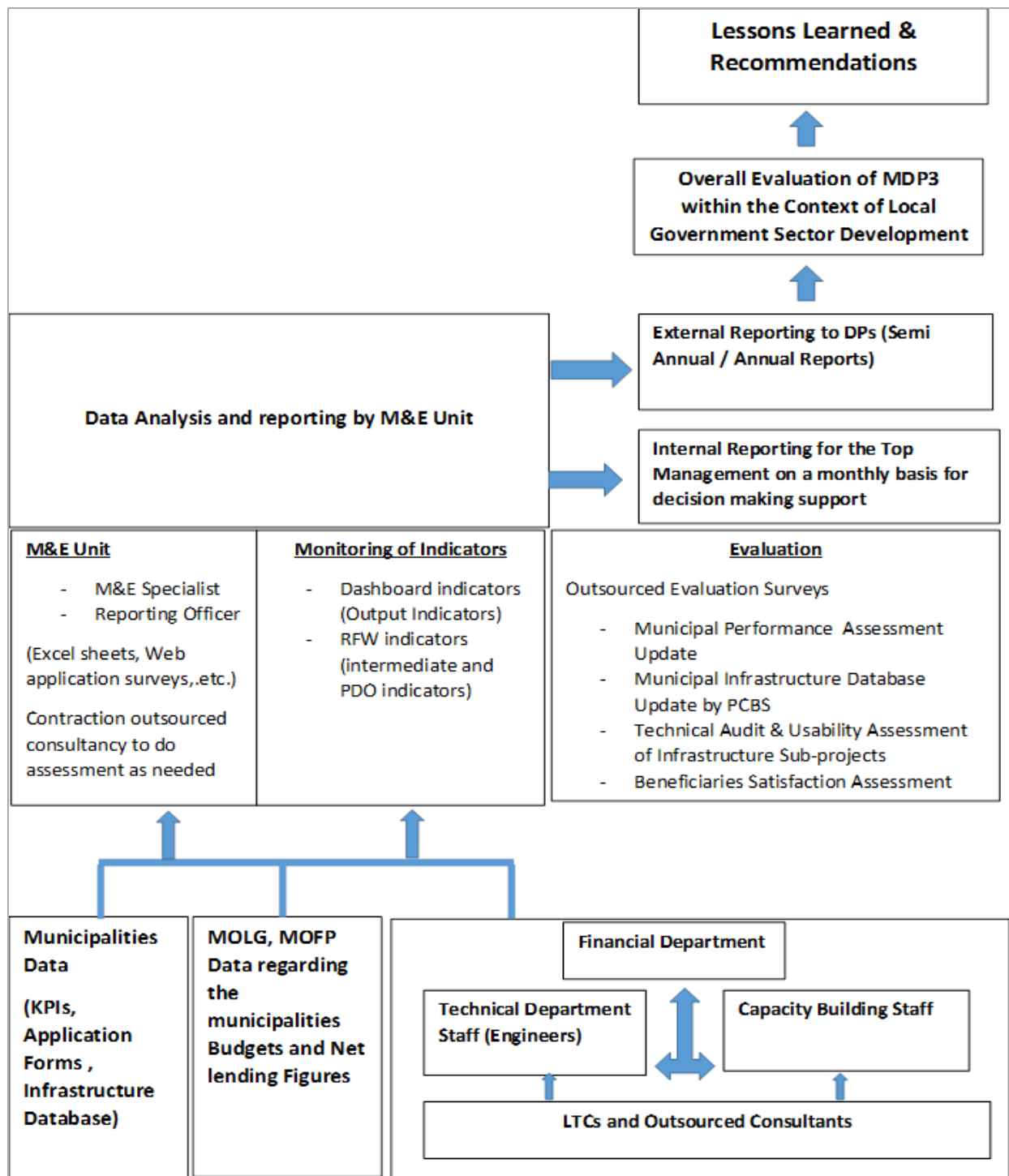


Figure 3: Schematic Diagram for the Flow of Information among the Key Stakeholders

11. Outsourced Evaluations

In addition to data collection exercises carried out for project reports directly by the MDLF, periodic independent evaluations and assessments will also be outsourced in order to measure achievement of the PDO as follows:

- Independent Beneficiary Satisfaction Surveys: Citizen Feedback on service delivery improvements focusing on direct beneficiaries with a gender-sensitive approach to target groups. Such feedback will be used to trigger management decisions on adjustments and for distilling lessons learned. This assessment will be conducted twice over the program lifecycle (at the mid of project lifecycle FY25 and the close of the project FY26).
Surveys during and at the close of the Program may identify respondents' satisfaction with Project investments under component 1, including specific questions about the degree to which respondents felt Program activities reflected their preferences.
- Independent Technical Audits and Usability Assessment: An external Technical Audit of sample investments financed under Component 1 will be carried out by a specialized consultant. The Audits will review a sample of completed/ongoing infrastructure investments for technical quality and structural soundness, and compliance of implemented investments with technical specifications, including compliance with safeguard measurements. The Audits will also include time-based analysis for selected projects to assess whether they are being used for their intended purposes and have achieved their objectives. Such assessment will be carried out through an external consultancy based on agreed TOR. This assessment will be conducted twice over the program lifecycle (at the mid of project lifecycle FY25 and the close of the project FY26).
- Annual financial audits: MDLF will prepare the Annual Program Financial Statements and make arrangements for the audit of the Program Financial Statements. The audited Program Financial Statements will be submitted to the DPs.
- Municipal Ranking Update: MDLF will outsource a consultancy firm to conduct the performance assessment of municipalities in accordance with the agreed 19 KPIs for MDP4. This assessment will be conducted three times over the program lifecycle (baseline 2023 which was conducted under MDP3 FY 2023, mid term evaluation at the middle of project lifecycle FY25 and the final evaluation at the closure of the project FY26).
- Municipal Infrastructure Database Survey: MDLF used to outsource the Palestinian Central Bureau of Statistics (PCBS) to conduct municipal infrastructure survey under MDPI, MDPII and MDP III. The aim of the survey is to provide the MDLF with a database of municipal infrastructure for all municipalities in WBG covering the (i) Water and wastewater services if provided by the municipalities; (ii) Solid Waste Management; (iii) Roads; (iv) Public Facilities and (v) and Electricity Services attached to municipalities. The survey will be used to assess the improvement of the municipalities' services over the MDP4 and will be utilized for the needs calculation in accordance with the Grants Allocation Mechanism (GAM). This assessment will be conducted one time in the program lifecycle (at the close of project FY26).

12. Reporting Requirements

- MDLF will prepare the bi-annual work plan and budget for the Project (including Training and Operating Costs) for the subsequent calendar year of the Project. Not later than November 30 in each calendar year.

- MDLF will prepare Interim **Semi-annually Financial Management Reports** for all project components. The reports will be submitted to the DPs not later than forty-five (45) days after the end of each calendar reporting period.
- **Semi-Annual Progress Reports:** MDLF will report on progress and achievements every six calendar months. The MDLF will submit **Semi-annual Progress Reports** covering the first six calendar months within 45 days of the end of this preceding period, (i.e., mid-August).
- Annual Progress Report: At the end of each calendar year, **MDLF will report on MDP4 implementation on a cumulative basis as part of the MDLF's overall Cumulative Annual Progress Report³**. The **Annual Progress Reports** will be submitted within 60 days of the end of the calendar year, (i.e. by end of February). Progress Reports will include updates on the MDP outcome indicators wherever is applicable.

³ In order to streamline and simplify reporting obligations, the MDLF has been preparing Cumulative Annual Progress Reports, in accordance with an outline agreed with its donors and to provide an overall outlook on the progress of implementation all of its implemented projects, including projects funded by the World Bank. The MDLF will continue submitting Cumulative Progress Reports during MDP implementation.

(special note: additional indicators which were suggested by SDC and agreed upon with MDLF are not included in this RFW, however, they will be part of their financing agreements)

Project Development Objectives(s)

To strengthen municipal capacity to deliver accountable, sustainable, inclusive and resilient services to the municipal population in the West Bank and Gaza.

Project Development Objective Indicators

Indicator Name	Baseline	End Target
Greater municipal capacity		
Municipalities that graduate up the performance category in which they are currently classified (Number)	0.00	80.00
Greater municipal accountability		
Beneficiaries satisfied with the services provided under the project (Percentage)	0.00	75.00
Percentage of which are women (Percentage)	0.00	50.00
People under 18 years of age (Percentage)	0.00	50.00
Percentage of which are people with disabilities (Percentage)	0.00	10.00
Greater Municipal service sustainability		
Direct beneficiaries of Component 1 and 3 activities (Number)	0.00	1,000,000.00
Percentage of which are women (Number)	0.00	50.00
Percentage of which are people with disabilities (Number)	0.00	10.00
Percentage of which are people under 18 years of age (Number)	0.00	44.00

Indicator Name	Baseline	End Target
Operations Manual for the IGFT prepared and adopted (Yes/No)	No	Yes
Greater resilience to disasters		
Number of subprojects completed that address natural hazard and climate change risks (Number)	0.00	25.00

Intermediate Results Indicators by Components
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Indicator Name	Baseline	End Target
Component 1: Performance Based Service Delivery Grant Transfer		
Percentage of projects implemented by the program for the benefit of vulnerable communities. (Percentage)	0.00	10.00
Number of municipalities that have completed the entry of data in the net lending portal (Percentage)	0.00	20.00
Square meters of public spaces constructed/rehabilitated (Square Meter(m2))	0.00	20,000.00
Percentage of investments with adequate and soundness state and used as intended (Percentage)	0.00	90.00
Number of municipalities having responsive GRM for implemented projects (Number)	0.00	80.00
Percentage of investments amounts dedicated to road (total in the MDP4 - the goal is to diversify and so reduce this % in comparison with MDP3)	(67 in MDP3.2)	Under 60

Indicator Name	Baseline	End Target
Percentage of pro-climate/environment component investments within road projects investments (pedestrian sidewalks or place, bicycle lane, drainage, solar street lightning...- the goal is to increase this %)	(31 in MDP3.2)	Above 40
Component 2. Sector Policy and Institutional Development		
Adoption and publication of annual IGFT report carried out in each year of project implementation (Text)	No	Yes
Municipalities that adopted revenue enhancement plans (Number)	0.00	22.00
Number of municipalities with responsive complaint system (Number)	0.00	40.00
National LGU classification/ranking system enhanced (Text)	No	Yes
Number of municipalities implementing at least 2 social accountability tools annually (Number)	0.00	80.00
Number of municipalities with functional IFMIS (Number)	80.00	120.00
Annual reports from the net lending portal are published yearly (Text)	No	Yes
Number of municipalities with functional O&M system (Number)	76.00	140.00
Number of municipalities having electronic services (Number)	16.00	25.00
Component 3. Competitive Grants for Natural hazard and Climate Change Resilience		
Number of resilience plans prepared with inputs from residents/community members (Number)	20.00	60.00
Number of municipalities capacity building support on climate change (Percentage)	20.00	60.00
Share of women involved in climate resilience plans (Percentage)	0.00	30.00
Share of subprojects that address natural hazard and climate with female engineers employed in delivery of solutions (Percentage)	0.00	25.00
Component 4: Project implementation support and management		
Percentage of municipalities satisfied with MDLF performance (Percentage)	0.00	90.00

(special note: additional indicators which were suggested SDC and agreed upon with MDLF are not included in this RFW, however, they will be part of their financing agreements)

Indicators Description and Frequency of Measurement

Monitoring & Evaluation Plan: PDO Indicators

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collecti	Responsibility for Data Collect
Municipalities that graduate up the performance category in which they are currently classified	Municipal performance is measured through identified KPIs which results in different performance categories of municipalities. Municipalities that fulfill the KPI's graduate from lower levels up to a higher-ranking level.	By end of each cycle	Municipal inputs on KPIs	It is the sum of municipalities that increased their score by one letter type in each performance cycle allocation.	MDLF
Beneficiaries satisfied with the services provided under the project	This indicator will assess the perception of direct beneficiaries under project investments through a Beneficiary questionnaire classified according to gender and vulnerability. The findings of respective survey iterations will be used to inform the municipalities' efforts to improve the project's processes and results	By end of each cycle	Beneficiaries Impact Assessment	Beneficiary survey	MDLF
Percentage of which are women	Measures the percentage of beneficiaries that are women	At the time of the measurement of the parent indicator	Same source as the parent indicator	Will calculate the percentage of women that are part of the parent indicator value	MDLF
People under 18 years of age	Will measure the breakdown of people under 18 years of age that benefit from the project	Same as parent indicator	Same as parent indicator	Calculates the percentage of people under 18 that are benefiting from the subprojects	MDLF
Percentage of which are people with disabilities	Of the parent indicator, it measures the percentage of which are people with disabilities	Same frequency as parent	Same source as parent	Following the methodology of the parent. It calculates the percentage that is people with disabilities.	MDLF

Direct beneficiaries of Component 1 and 3 activities	This indicator measures the cumulative number of people living in municipal areas that have been provided with access to improved services, public spaces, parks, and/or urban environmental conditions.	By end of each cycle	MDLF reports, LTC reports, Municipalities Data	Summary based on secondary materials and municipality inputs	MDLF
Percentage of which are women	Measures the percentage of women that are part of the parent indicator measurement.	At the same frequency as the parent	Same as parent	Same as the parent but calculating the breakdown percentage	MDLF
Percentage of which are people with disabilities	Measures the percentage of people with disabilities in the parent indicator measurement	Same as parent	Same as parent indicator	Same as parent i	
Percentage of which are people under 18 years of age	Describes the percentage of beneficiaries that are under 18 years of age	Same as parent indicator	Same as parent indicator	Breakdown of parent indicator calculating the percentage of people under age.	MDLF
Number of subprojects completed that address natural hazard and climate change risks	This indicator will measure the amount of subprojects under component 1 and 3 that aim to mitigate disaster risk.	By end of each cycle	MDLF reports and LTCs	Summary of number of subprojects based on specific criteria that will be described in details in the POM. The criteria will ultimately look to measure the reduction of risks to natural hazards and climate change.	MDLF
Operations Manual for the IGFT prepared and adopted	Operations Manual for the IGFT is required to improve the efficiency and transparency of IGFT operations. The project through TA would draw on international best practices to support the PA in drafting and formally adopting operational guidelines that would govern the IGFT. It would detail the procedures, roles and functions of different entities, allocation formula for fiscal transfers, timetable and calendar for financial flow transactions, and annual reporting.	Annually	PA	Follow up meetings	MDLF

Monitoring & Evaluation Plan: Intermediate Results Indicators

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Percentage of projects implemented by the program for the benefit of vulnerable communities.	This indicator will measure the number of subprojects tackling the needs of vulnerable communities.	By end of each performance cycle	SDIPs and MDLF reports	Percentage of total projects as found in SDIPs that are located in communities that are considered to have high populations of vulnerable peoples. More specific definitions will be defined in the POM.	MDLF
Number of municipalities that have completed the entry of data in the net lending portal	Following the completion and operationalization of the PA net lending portal, the indicator will measure the number of municipalities that have successfully introduced their required data via the portal.	Yearly	Data from net lending portal	Based on the information within the net lending portal, it will calculate the number of municipalities who have successfully finished submitting their required data for that year.	MoF
Square meters of public spaces constructed/rehabilitated	It will measure the delivery of the implemented projects under window 1 and window 3. Specifically of those that relate to public spaces in participating municipalities.	By end of each cycle	LTCs reports	Based on information in the SDIPs, the indicator will sum the total square meters that have been delivered for participating municipalities	MDLF
Percentage of investments with adequate and soundness state and used as intended	This indicator will measure the percentage of investments with adequate technical state, appropriateness and sustainability, construction quality, physical status, functionality, and environmental considerations..	By end of each cycle	LTCs reports	Based on a significant sample of completed subprojects, the indicator will calculate the percentage that are deemed to be in an acceptable state at the time of delivery. It will also verify that the subproject is being used for its intended use.	MDLF

<p>Number of municipalities having responsive GRM for implemented projects</p>	<p>This indicator will measure the accessibility and functionality of the GRM system endorsed by the municipality and accessed by the citizens for projects implemented under window 1 and window 3.</p>	<p>By end of each cycle</p>	<p>MDLF reports and LTCs</p>	<p>The indicator will measure if the GRM is effective when it is accessible and is publicized through clear channels including website, media, Facebook, radio spots, and brochures to all citizens including Vulnerable Groups (People with Disabilities, Women, youth) in addition to having a clear and known procedure for categorization by types of grievances and response taken by the municipality.</p>	<p>MDLF</p>
<p>Adoption and publication of annual IGFT report carried out in each year of project implementation</p>	<p>The indicator will measure if the PA has published an annual report with the relevant data that has been obtained from the Net lending Fund.</p>	<p>Each year after the portal is adopted</p>	<p>MoF Net lending portal</p>	<p>Following the publication of the report in a relevant and public PA website</p>	<p>MDLF</p>
<p>Municipalities that adopted revenue enhancement plans</p>	<p>The indicator measures the number of municipalities that have adopted a revenue enhancement plan under component 2</p>	<p>By end of each cycle</p>	<p>MDLF reports</p>	<p>Following the municipal requests for capacity building, the indicator will sum the cumulative amount of municipalities that have requested support and adopted a revenue enhancement plan</p>	<p>MDLF</p>
<p>Number of municipalities with responsive complaint system</p>	<p>This indicator will measure the functionality of complaint systems used by the municipalities. Functionality of the system is measured according to the following:</p> <ul style="list-style-type: none"> - System in place - System is disclosed to the public - System is easy access - Reports are generated from the system showing type and level of resolutions and actions taken. 	<p>By end of each cycle</p>	<p>This indicator is one of the KPI's that will be measured through municipal ranking update biannually</p>	<p>Total amount of municipalities that have a functional system at the time of the performance evaluation.</p>	<p>MDLF</p>

National LGU classification/ranking system enhanced	The indicator will measure if the PA has adopted a revised LGU risk classification system.	Yearly	MoLG decrees and documentation	Following the completion of the TA, if the system is adopted and evidence is presented of its official adoption, then the indicator will be considered as achieved	MDLF
Number of municipalities implementing at least 2 social accountability tools annually	This indicator will assess the implementation of the SA tools by the municipalities as identified in the SA manual/toolkit and endorsed by the MoLG. The tools will be vehicles to implement the SA plans prepared under MDP3.	By end of each cycle	Municipal Ranking Update	Measures the cumulative amount of municipalities that were found after review to be implementing social accountability tools	MDLF
Number of municipalities with functional IFMIS	The verification protocol for having functional IFMIS will be based on the following conditions: <ul style="list-style-type: none"> Financial position statement generated from the system for the last FY. Financial performance statement generated from the system for the last FY. Comparison statement between actual and planned results for the last FY. 	By end of each cycle	MDLF reports, Municipal Ranking Update	Total amount at the time of the measurement to have a functional IFMIS	MDLF
Annual reports from the net lending portal are published yearly	The indicator will measure if the expected yearly reports relating to the operations manual for IGFTs are prepared and available to the public/LGUs	Yearly	PA decrees	If the report is published in an official source/publication/website with wide distribution, then the indicator will be considered achieved	MDLF/MoF/MoLG
Number of municipalities with functional O&M system	Municipalities are assessed according to the following: <ul style="list-style-type: none"> O&M Plans in place Reports produced At least 10% of budget allocated for O&M, 	By end of each cycle	MDLF reports and the Municipal Ranking Update	During the performance assessment, if the municipality is found to have complied with the conditions in the description then it will be considered as having achieved the target. The sum of such municipalities will represent the bi-yearly indicator value.	MDLF

Number of municipalities having electronic services	This indicator will assess the automation of main services provided to the citizens out of those provided through the citizens services centers.	By end of each cycle	MDLF reports, Municipal Ranking Update	If a municipality has shifted its citizen services centers to a responsive e portal, then the indicator will be considered as achieved by that municipality. The total number of municipalities that have adopted such practices under the project will be presented as the yearly target.	MDLF
Number of resilience plans prepared with inputs from residents/community members	The resilience plans will be prepared based on guidelines developed under MDP-phase 3.. Municipalities that are selected will be supported under window 2 to prepare these plans.	By end of cycle 2	MDLF reports	Summary of the resilience plans adopted by the municipal councils after the second performance assessment.	MDLF
Number of municipalities capacity building support on climate change	This indicator will measure the number of municipalities that received capacity building package that is focused on climate change mitigation and adaptation measures in the local government sector.	By end of each cycle	MDLF reports	The indicator measures the sum of municipalities that received capacity building support during the lifetime of the project.	MDLF
Share of women involved in climate resilience plans	This indicator will measure the share of women engaged in the preparation of municipal level natural hazard and climate change risk assessments as well as in the selection of sub-projects under component 3.	Each cycle	MDLF reports	Questioners filled by municipalities.	MDLF
Share of subprojects that address natural hazard and climate with female engineers employed in delivery of solutions	This indicator will measure the share of subprojects that address natural hazard and climate with female engineers employed in delivery of solutions.	Each cycle	MDLF reports	The firms selected to carry out the sub-projects financed by the climate investments will be required to demonstrate a gender diverse workforce with at least 25 percent of their technical staff filled by women as engineers, operation and maintenance, quality assurance, etc.	MDLF

<p>Percentage of municipalities satisfied with MDLF performance</p>	<p>The indicator will measure the satisfaction of municipalities with the set of services provided under the project by the MDLF</p>	<p>At mid-term and project closing</p>	<p>Surveys to municipalities</p>	<p>The average value of satisfaction by surveyed municipalities will represent the value to be presented under the indicator. An average score of over 75% will represent a passing score.</p>	<p>MDLF</p>
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13. Annexes

1. TOR for MDP4- Beneficiaries, Clients, and Citizens Satisfaction Survey- (end of cycle 02)
2. TOR for Technical and procurement Audit and Usability Assessment of MDP4- Subprojects
3. Internal data gathering templates (template used to collect data from the technical department such as progress status sheet update ;and templates used to collect data from the capacity development department).

Annex (1): (Objective and Scope)

MDP4- Beneficiaries, Clients, and Citizens Satisfaction Survey- (end of cycle 02)

1. Objective and Scope of the Assignment

The objective of this consultancy is to conduct a **Beneficiaries, Clients and Citizens Satisfaction Assessment** as an end-term evaluation of the MDP4 by combining the following surveys:

- (A) MDLF clients' satisfaction survey with municipalities and
- (B) Citizens' satisfaction survey with municipalities' performance and
- (C) Beneficiaries' satisfaction survey of MDP4 intervention concerning the direct beneficiaries of component 1 and component 3.

A. Clients' satisfaction survey to assess MDLF performance

The consultant will conduct a survey by collecting, analyzing, writing-up and disseminating secondary and primary data on MDLF performance concerning the following aspects.:

1. Interaction and communication by MDLF and/or Local Technical Consultants (LTCs) with municipalities regarding the following:

- Assessment of MDLF Overall procedures and working approach with municipalities, e.g. complexity of procedures, and accessibility to information.
- Assessment of the communication by MDLF with the municipalities in the following aspects:
 - Municipal financial allocations disclosure.
 - The timelines of announcements of financial allocations vis-à-vis municipal budgeting.
 - Municipal performance criteria and ranking indicators in terms of MDLF clarification and awareness.
 - Interaction with municipalities on the capacity building packages.
- Assessment of the responsiveness and accountability of the MDLF towards municipalities' needs and their inquiries.
- Assessment of the responsiveness and accountability of the LTCs towards municipalities' needs and their inquiries.

2. Subprojects Cycle: Assessment of MDLF performance and the usefulness of the LTCs during the following phases of the subprojects cycle:

- Assessment of LTCs regarding their usefulness to the MDLF in supporting Municipalities in sub-projects preparation as per the following:
 - Technical design
 - Public consultations for subprojects design
 - Sub-projects budgeting and costing.
 - Environmental and social assessment to identify any possible negative environmental and social impacts.
- Assessment of MDLF appraisal process of the municipal sub-projects, i.e.: selection criteria and decision-making: (technical soundness, costs estimates, economic benefits, environmental, social, and public participation)
- Assessment of LTCs regarding their usefulness to the MDLF in supporting municipalities during the Subprojects implementation as per the following:
 - Procurement and contracting management.

- Sub-projects supervision – incl. financial management, technical soundness, reporting and monitoring.
 - Assessment of MDLF performance regarding the community engagement and efforts to enhance communication/public awareness raising effort on the MDP4 program: (its objectives, focus, scope, sharing lessons learnt, etc).
 - Assessment of MDLF in monitoring and auditing of sub-projects.
 - Assessment of MDLF in evaluating sub-projects and disseminating lessons learnt via communication campaign, public awareness raising efforts.
 - Assessment of MDLF in strengthening the complaint system in municipalities and produce data on grievances by type and level of resolution.
3. **MDLF Support to municipalities in preparing/updating/implementing participatory Strategic Development and Investment Plans (SDIPs):** Assessment of the MDLF performance/ support to Municipalities during the following:
- Preparation/updating of SDIPs and identification of communities’ priorities;
 - Institutionalization of the SDIP functions; formation of SDIP committees, .etc.
 - Strengthening transparency and information sharing through working with municipalities on reporting on the execution of the SDIPs.
4. **The transparency of MDLF in the following aspects:**
- Distribution of MDP4 funds among municipalities.
 - Municipal ranking performance criteria and municipal graduation.
 - Overall procedures and working approach with municipalities.
 - Responding to and handling complaints, if any, by municipalities.

B. Citizens Satisfaction Survey to assess Municipal performance

The consultant will conduct a citizen satisfaction survey by collecting, analyzing, writing-up and disseminating secondary and primary data on municipalities’ performance concerning the following 4 aspects:

1. **Quality, efficiency and accountability of municipal services delivery: the consultant will assess the perception of citizens regarding the following:**
 - Quality of municipal Services, e.g. electricity, water, sewage, solid waste management, roads, street lighting, public parks).
 - Access to improved services, housing, tenure, neighborhoods, public spaces, parks, , and/or urban environmental conditions, through the direct interventions of operations.
 - Public participation on municipal service provision, and on the opportunity and entry points for public participation in the project cycle.
 - Accountability, transparency, and effectiveness of municipal services delivery.
 - Communication tools with citizens, such as municipalities’ public awareness campaigns, public awareness-raising measures on municipal services delivery.
 - Peoples’ expectations against the perceived service quality, and overall responsiveness of the municipality (identify perceived disparities in service provision, e.g. location, nature of the community, etc..).
2. **Quality and efficiency of municipal management, accountability, transparency, responsiveness to citizens and allowing citizens to participate in municipal affairs:**
 - Accountability, transparency, and effectiveness of municipal governance (decision-making and management e.g. administration, financial, procurement, etc.)

- Public participation on municipal management (financial, planning, implementation, reporting,... etc.),
 - Opportunity for citizens, civil society organizations, media or academia/think tanks, etc. to monitor municipal decision-making, planning, budgeting, etc.
 - Assessment how effective is the feedback/ complaint handling mechanism.
 - Municipalities' Communication campaigns, public awareness-raising measures on municipal management.
3. **Preparation/updating of Strategic Development and Investment Plans (SDIP) and Municipal budgets**
- Assessment of opportunity for public participation during the preparation of the SDIP (Phases 1, 2, and 3 in accordance to the manual).
 - Assessment of opportunity for public participation during the update of the SDIP (Phases 4, and 5 in accordance to the manual).
 - Assessment of complexity vs. easiness of the participatory process;
 - Assessment of public participation during the design of development budgets that are itemized and linked to respective SDIPs.
4. **Disclosure of municipal budgets, achievements, and issues:**
- Disclosure of municipal budgets, annual reports, sources of revenue and revenue collection rates. (ex. *Do people understand budgets and know how to read them? Are the budgets simplified to the benefit of the reader?*)
 - Disclosure of ongoing municipal projects.
 - Disclosure of municipal achievements and issues.
 - Accessibility of citizens to municipal publicly disclosed information.

The Consultant is requested to perform comparative analysis between the baseline of MDP4-2022 baseline and the midterm evaluation 2024 with the results and findings of the end-term evaluation 2026. The consultant shall develop recommendations and lessons learned, based on the empirical findings, to address the identified performance concerns that are within the realm of both entities (MDLF, Municipalities). The results need to be disaggregated by gender

C. Beneficiaries Impact Assessment for MDP4 – Component 1

The objective of the Assignment is to (a) assess the relevance, efficacy, efficiency and sustainability of MDP4 interventions from the perspective of the subprojects beneficiaries; (b) document good practices and lessons learned from the subprojects implementation; and (c) formulate recommendations to enhance responsiveness of similar programs to the needs of the municipalities.

The consultant shall conduct an end line **Beneficiaries Impact Assessment (BIA) for MDP4. The results of the BIA will include the following:**

- a. Assess the degree of beneficiaries' awareness of MDP4 interventions;
- b. Assess the beneficiaries' perceptions of the relevance of MDP4 interventions to the community needs and priorities;
- c. Assess the beneficiaries' perception of the nature and the quality of the delivered outputs which include physical infrastructure projects under Component 1 and Component 5;
- d. Assess the degree of beneficiaries' satisfaction with these interventions;
- e. Assess the beneficiaries' perception of the implementation efficiency;
- f. Assess the beneficiaries' perceptions on the interaction between the municipalities and their citizens and the transparency of the municipalities in projects identification and implementation;

- g. Assess the community engagement and efforts to enhance communication and public awareness-raising efforts;
- h. Assess the level and nature of the consultation with the community regarding the selection of the projects and the existing feedback mechanisms.

Examples can include but not limited to:

- a. To what extent are beneficiaries aware of MDP4 interventions? (Awareness)
- b. To what extent are the MDP4 interventions aligned with the needs and priorities of the communities? (Relevance)
- c. To what extent did the beneficiaries meaningfully participate in the project? In what way (or which project stage) did they participate (e.g., planning, implementation, operation/maintenance)? (Participation and Ownership)
- d. Did the MDP4 interventions benefit the respondents and the community? What are the benefits? (Efficacy)
- e. Were the MDP4 interventions delivered on time and in the quality that met the expectations of the respondent (for example, the drainage system installed, has it worked well in the rainy season or do you still have problems? Or is the road paved still in good condition or did it already deteriorate? In case of solid waste projects, is there noticeable improvements on solid waste collection and disposal? (Efficacy/ Sustainability)
- f. Were the MDP4 interventions utilized as intended? (for example, in case of multi-purpose buildings, public parks and sports facilities, were the facilities utilized as intended? In case of solid waste projects, were there noticeable improvements on solid waste collection and disposal? Efficacy)
- g. What has been done well (good practices) and what could have been done better (recommendations for improvements)? (Efficacy)
- h. What are the recommendations to improve the design and delivery of similar future interventions in the future?
- i. If land needed for a project how it was secured i.e., donated, willing buyer seller, others How transparent was the process?
- j. Did the MDP4 interventions lead to any unintended positive or negative impacts?

Definitions:
Clients: municipalities,
Citizens: the general public, and users of municipal services,
Beneficiaries: Beneficiaries of interventions under window 1 and window 5 are citizens.

2. Consultant Tasks and Responsibilities

The consultant should perform the following tasks and deliver respective outputs that include, but are not limited to:

Task 1: Review of secondary material	This includes the MDP-4 Project Appraisal Document (PAD); Aide Memoires, MDP4 Baseline report 2023, LGPA 2017, stratification and sampling frame; the Poverty and Social Impact Analysis (PSIA) User’s Guide, and TIPS (WB, 2003, 2005); key literature on social accountability for municipal governance and service provision (incl. World Bank study on Municipal Social Accountability, 2012), Standard literature on satisfaction survey methodology (design, implementation, data processing, analysis, write-up), the MDP4- sub-projects list for WB&G).
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<p>Task 2: Propose methodology and work plan:</p>	<p>The consultant is required to submit a methodology, evaluation tools, stratification, sample size and selection, fieldwork material, and a detailed work plan for the entire assignment within <i>two weeks</i> of signing the contract. The Consultant shall review the approach and methodology used in the 2019 Mid-Term Assessment and provide further enhancements particularly in the area of effectiveness/efficacy of project interventions and beneficiary satisfaction. It is important that the BIA provide more details on the benefits of different types of infrastructure/ interventions and whether intended beneficiaries benefit from specific types of infrastructure/interventions. The methodology should also capture the range of beneficiaries' responses instead of a "yes or no" response to generate adequate information from the beneficiaries.</p> <ul style="list-style-type: none"> • Sample Size and Selection (for Clients & Citizens Satisfaction Survey): <ul style="list-style-type: none"> - Develop a representative selection criteria and select a representative sample of municipalities in West Bank & Gaza (40 municipalities), using the following criteria to capture the range of differences in municipalities' <ul style="list-style-type: none"> (i) size (small, medium, large), (ii) current performance ranking, (iii) and geographical location in West Bank (North, middle, South) and Gaza. - Within each municipality, develop a sample frame and stratification for the citizen survey that captures the range of differences in <ul style="list-style-type: none"> (iv) Gender, (v) Age, and (vi) Municipality experience with community participation. <p><i>(MDLF will provide the consultant with the available data for municipalities including: population, geographical location, MOLG classification, municipal ranking, availability of CSCs, following the kick-off meeting).</i></p> • Sample Size and Selection (for MDP4 Beneficiaries Satisfaction Survey): <ul style="list-style-type: none"> - Develop a representative sample of beneficiaries per municipality based on the MDP4- list of implemented sub-projects in West Bank and Gaza. <u>MDLF will provide the list to the Consultant following the kick-off meeting including (sub-project title, location, sector, cost of sub-projects, # of beneficiaries, project outputs,...etc.)</u> • The assessment framework shall be detailed oriented considering the gender mainstreaming (youth, women, persons with disabilities) in the assignment in terms of approach and results presentation. The selected sample must be approved by the MDLF prior to the Field Work. • The fieldwork material or the survey instruments comprise (i) quantitative household questionnaires (for citizens and for MDP4-Beneficiaries) and (ii) qualitative key-informant interview guides, particularly for the MDLF clients satisfaction survey "municipalities staff"/ SDIP committees/ or other key stakeholders and (iii) qualitative focus group guides for citizens and for MDP4-Beneficiaries.
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Output 1: inception report including a detailed methodology, work plan, sample design, and the survey instruments.	
<ul style="list-style-type: none"> Task 3: Finalize Piloting of fieldwork material 	<ul style="list-style-type: none"> The fieldwork material or the survey instruments comprise shall be piloted in a number of municipalities to test the field work material and modify accordingly.
Output 2: piloted final household questionnaires, key-informant interview guides and focus group guides.	
<ul style="list-style-type: none"> Task 4: Conduct fieldwork: 	<ul style="list-style-type: none"> Conduct the fieldwork, using the piloted and finalized household questionnaires, key-informant interviews and focus groups. The consultant shall conduct quantitative household surveys (in a total of 2000 households for both surveys (the Beneficiaries Impact Assessment “BIA” and the Citizens Satisfaction Survey “CSS”) in accordance to a well-defined criteria for projects beneficiaries and municipalities citizens covering both quantitative questions and open-ended ones. The consultant shall also conduct a survey among key informants up to a sample of 400 that include both quantitative questions and open-ended ones (qualitative), particularly for the client’s satisfaction survey. The consultant shall conduct four focus groups with citizens (three in the WB and one in Gaza) in relation to the BIA and the CSA.
Outputs 3: all qualitative and quantitative fieldwork is completed.	
<ul style="list-style-type: none"> Task 5: Data processing and analysis 	<ul style="list-style-type: none"> Process and analyze all the quantitative and qualitative data collected, using standard data processing software (e.g. SPSS or equivalent).
Output 4: all data is analyzed.	
<ul style="list-style-type: none"> Task 6: Report writing 	<ul style="list-style-type: none"> Produce a report for MDP clients, citizens and beneficiaries satisfaction assessment, that will be publicly disseminated, according to the following outline (can be amended): <ul style="list-style-type: none"> i. Introduction, overview of approach/methods, and rational, ii. Municipalities’ satisfaction with MDLF performance: findings and recommendations for improvements; iii. Citizen satisfaction with municipalities: findings and recommendations for improvements, iv. Performing comparative analysis between the figures of satisfaction before and after the MDP-phase3, i.e. between the 2017 baseline, 2019 results and 2022 figures. v. Beneficiaries’ satisfaction of MDP4, particularly component 1 and component 5. Present findings also for different genders; use regression analysis as sensible and feasible to inform interpretation (e.g. are women less/more likely to prefer certain projects, etc.) vi. Lessons learnt and recommendations to enhance performance and public participation as input to the design of the new phase of the MDP.
<p>Output 5: Assessment report on Clients and Citizens Satisfaction (in English). Assessment report on MDP4 Beneficiaries Satisfaction “BIA” (in English).</p> <p>The consultant is required to provide a summary on both reports in Arabic highlighting the main findings, results, lessons learnt and recommendations to be publicly disclosed.</p>	

Annex (2): Objective and Scope

Technical Audit and Usability Assessment of MDP4- Subprojects

Objective and Scope of the Assignment:

The objective of the assignment is to review and assess the processes and the manner, in which the sub-projects have been implemented, norms, specifications construction quality, physical and financial status, functionality, usability, operation and maintenance of the subprojects. To meet the objective of the assignment, the scope of work includes the following:

Technical Audit for a representative sample of sub-projects under MDP4-Cycle 01 – regardless from which the sub-projects are financed:

- To assess the appropriateness of technical options (including the design, drawings, and specification).
- To assess the quality and soundness of design and technical specifications and compliance with Palestinian or international standards.
- To assess the quality control (technical soundness of construction) aspects and procedures adopted throughout the implementation.
- To check whether the selected sub-projects were constructed as per design, drawings, and specification and contract requirements.
- To assess whether the physical progress is in line with the financial progress.
- To assess the effectiveness of the procurement process adopted by the municipality.
- To assess the operation and maintenance arrangements, monitoring and evaluation and the sustainability of the implemented sub-projects.
- To assess the compliance with social and environmental safeguard measures according to the Environmental Management Plan (ESMP) for MDP4. For instance, *the technical audit shall assess the impact on persons with disability, for example if the road projects have facilitated their accessibility (in case it is already not considered)*.
- To Identify the problems/challenges faced by each stakeholder in fulfilling their roles in the implementation of the sub-projects, particularly “Municipality, contractor, MDLF, LTCs, Beneficiaries.....etc”.
- As part of the sub-projects feasibility, the consultant has to assess the cost efficiency and the value of money, by comparing the estimated and final benefits of the project (before vs after the implementation).
- To assess the infrastructure sub-projects implemented by municipalities under MDP4 -Cycle 01 in terms of (functionality, usability and utilization, intended outcomes, unintended results if any).
- Based on the findings and observations made in the field, the consultant is requested to recommend ways and lessons learnt for future improvements.

Annex 3: Internal data gathering templates (template used to collect data from the technical department such as progress status sheet update; and templates used to collect data from the capacity development department).

Project status sheet updated by the technical department and shared with the M&E department to assess/monitor progress periodically.

Project	Municipality	Governorate	Allocation	status	Disbursement up to date

Project	Municipality	Governorate	Allocation	Indicator	Target	Achieved

	Status	Under Appraisal	Approval & Pre - Approval	Residual (Dissolving of Municipalities)	Tendering & retendering	Evaluation	Awarded	Ongoing	Completed	Total
West Bank	Allocation									
	No. of Projects									
Gaza	Allocation									
	No. of Projects									
Total Allocation										
Total No of Projects										
Percentage (Allocation)										

Capacity building status sheets updated by the IDTA department and shared with the M&E unit to assess/monitor

progress periodically.

Project: MDP III	Name of capacity building package							
	SDIP	O&M	Financial Package	E-Municipality	FPPM	FARV	Social Accountability	CSC
Number of Benefiting Municipalities 1 st Cycle								
Number of Benefiting Municipalities 2 nd Cycle								

Capacity Building Package	No. of Municipalities	West Bank	Gaza	Updated implementation status