



## Municipal Development Program Phase 4 (MDP4)

### Consultancy Firm

### (TOR)

### Training on “Climate Change Response” for raising municipal capacities and Developing Standard Operating Procedures (SOPs) related to Climate Change Reference: \_\_\_\_\_

#### 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 163 municipalities in WB&G, which includes 25 municipalities in Gaza and 138 municipalities in the West Bank. MDLF manages technical assistance and support to the targeted LGUs to implement infrastructure sub-projects.

##### MDP4

The Objective of Municipal Development Program/Phase Four 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 Development Agency (ENABEL), and the European Commission (EC).



The project will be implemented in two consecutive cycles, and is structured in six 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 capacity 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.

#### **Component 5: Contingency Emergency Response**

This component was put under the MDP4 to respond for emergent situations with zero budget to be activated as necessary with no need for restructuring. The activation of this component shall go through a set procedures and operational manual along with emergency action plan to be agreed upon.

#### **Component 6: Emergency Financing**

This component was designed and added under the MDP4 as a responsive measure to the dire needs of the municipalities in the West Bank and Gaza Strip, whose fiscal situation was already deteriorating prior to the 7th October war, where the debt is now anticipated to worsen due to a potential reduction in local revenues.



This component comprises of the two sub-components:

- **Sub-component (6.a)- Recurrent Expenditures:** Given the severe funding constraints facing municipalities resulting from the bad economic crisis, this sub-component will provide support to municipalities to cover part of their non-wages recurrent expenditures.
- **Sub-component (6.b)- Emergency labor-intensive Municipal Services:** this sub-component will provide financial support to municipalities to maintain local services provision through labor-intensive O&M and local infrastructure development activities. In addition to supporting the maintenance and continuity of service provision, this component will facilitate temporary job creation through a cash-for-work (C4W) element, partially addressing the wide-scale unemployment challenge expected to result from the current economic shut-down.

## 2. Assignment Background

The assignment will focus on two key activities. The first involves providing training on climate change modules which were developed and tested under the GIZ fund through the LGRP III program at MOLG, aimed at enhancing knowledge and skills related to climate change. The second activity consists of preparing the Standard Operating Procedures (SOPs) related to climate change under the Enable Fund, as part of the Green Palestine project, to ensure a structured and effective approach to addressing climate challenges.

The Palestinian territories are exposed to a range of natural hazard risks, and these will likely increase due to climate change in the coming decades. The territories are exposed to various hydrometeorological and climatological events which include extreme temperatures, floods, forest fires and severe winter storms, this will significantly impact human, animals, health, agriculture, water resources, and ecosystem.

While Palestinians face numerous challenges today; environmental and climate change responses are recognized as essential cross-cutting themes in the implementation of national strategies. To address this, the MDLF has developed a Climate Change Capacity Building Package aimed at strengthening the capabilities of municipalities, MoLG and other key stakeholders in planning, designing, and implementing climate change interventions. Climate change considerations have been integrated into the Strategic Development and Investment Plans (SDIPs) for the next four years. Furthermore, MDLF is incorporating climate change adaptation as a core component of its capacity-building initiatives by providing targeted training on climate-related risks, impacts, and mitigation strategies. This integration is a critical prerequisite for enhancing the resilience and sustainability of local governance in alignment with NDSs.

Municipalities are increasingly facing challenges related to climate change that require clear and structured responses. The development of Standard Operating Procedures (SOPs) is a key component to address these challenges. SOPs will serve as practical guidelines for municipalities to integrate climate change considerations into governance, planning, and operations, and to enhance their capacities in climate adaptation, mitigation, and sustainable development. The SOPs will also align with national and international climate change policies, ensuring that local actions contribute to broader climate goals.



### 3. Assignment Objective

The main objective of this assignment is to increase municipal capacities in climate change adaptation and managing natural hazards at the local level through creating awareness and enhancing municipal knowledge and skills. Additionally, to develop and implement SOPs for municipalities to enhance their responsiveness to climate change. These SOPs will be measurable, scalable, and aligned with national and international climate policies. The SOPs should guide municipal staff in addressing climate-related challenges and provide clear action steps for integrating climate change considerations into municipal planning, operations, and decision-making processes.

### 4. Targeted Beneficiaries

The assignment will target all the municipalities in the West Bank, MoLG technical staff, and MDLF technical staff.

### 5. Key Responsibilities

The main responsibilities of the consulting firm include preparing and updating climate change training materials/modules. Developing Standard Operating Procedures (SOPs) related to climate change, and delivering training sessions to build the capacity of municipalities and participants from MoLG and MDLF.

### 6. Scope of Service

The scope of services should cover all activities necessary to accomplish the objectives of the consultancy cited in this TOR. The consulting firm will work closely under the supervision of MDLF team and target municipalities to fulfill the objectives of the assignment which will include the following specific tasks:

#### Activity 1: Training on Climate Change Modules

**Task one:** Review and develop the technical training material of Climate Change Adaptation prepared by MoLG/GIZ as shown in Annex 1. This task includes the following:

1. Desk Review of the following background documents:
  - The training material prepared by MoLG/GIZ:
    - a. Introduction to climate change and resilience for urban planning,
    - b. Greening and maintenance of urban green spaces,
    - c. Mobility and its requirements for urban design.
  - Review current climate-related strategies, plans, reports, and actions inclusive.
2. Develop and submit the final **training manual** that should include:
  - Main training manual
  - Participants Handbook
  - Power point presentation
  - Sample pre-test and post test questions and Evaluation sheet
  - Case studies, problem-solving exercises, etc.



**Task Two:** Conduct physical Training on Climate Change Adaptation for the municipalities

1. Organize training sessions in West Bank for seven clusters with two days for each module. In total of 42 training days.
2. Prepare a detailed workshop Agenda; includes the training topics, title, type, targeted group, objectives, duration, time frame, venue, and name of trainers.
3. Prepare and submit a comprehensive report that includes an overview about the training and assesses the relevance, coherence, effectiveness, efficiency, and impact of the training program. This report should provide insights and recommendations for further improvements and future training initiatives with all the supporting documents needed, e.g participants lists, training days documentation for each cluster, etc
4. Responsible for all logistics related to the training sessions, Invitations, hall reservation, printing materials, printing billboards, LCD, Laptop, flip charts, colored cards, markers and hospitality during the training sessions.

**Activity 2: Develop Standard Operating Procedures (SOPs) related to climate change**

**Task Four:** Develop Standards Operating Procedures (SOP's) and actions that establish clear, actionable guidelines for municipalities to enhance their climate resilience and institutionalize climate-responsive governance and operations in the selected municipalities. The consulting firm according to SOPs will be responsible for:

- **Review and Analysis:**
  - Review existing SOPs related to climate change, engage national and international climate policies, SDIPs, and Action Plans. Analyze the integration of climate change considerations within existing municipal policies, frameworks, and institutional capacities. Identify gaps and challenges in current approaches to climate resilience, adaptation, and mitigation.
- **Develop SOPs:**
  - The SOPs will provide clear, actionable guidelines to enhance municipal climate resilience and ensure effective, data-driven decision-making.
  - The SOPs should be Scalable, measurable and can be applied to different types of municipalities.
  - The SOPs should Clearly define procedures under climate change mitigation, adaptation, and resilience, , ensuring coherence with broader municipal governance structures.
  - The SOPs should be directly linked to the MDLF Key Performance Indicator (KPIs) to ensure municipalities effectively implement climate change responsive projects and are able to track progress and effectiveness
  - The SOPs and all related other documents should be submitted to MDLF for approval.



- **Stakeholder Engagement:**

- Engage with national stakeholders and municipalities to gather input and feedback through consultative meetings and workshops.
- Actively involve private sector actors to explore potential contributions to municipal climate adaptation efforts, including financing mechanisms, innovative solutions, and technical expertise.
- Coordinate with municipalities and prepare questionnaires for technical input from municipalities during SOPs development.

- **Building Capacities through training and workshop:**

- Building the Capacities of the municipal staff to implement the SOPs effectively and respond to climate change challenges.
- Organize 2 days workshops in seven clusters to train municipal staff on the proposed SOPs and their roles in climate change response. Training shall go beyond theoretical knowledge by incorporating real-world case studies, hands-on exercises, and scenario-based simulations to ensure practical learning.
- Engage the vulnerable groups, women and the disabled in the workshops for raising their capacities and enhance their resilience against climate shocks, taking into consideration their needs and interventions while preparing the SOPs.
- Training will ensure municipal leadership and technical teams understand how to mainstream the SOPs into planning, budgeting, and service delivery mechanisms.

Note: the consultant will be responsible for all logistics related to the workshop, Invitations, hall reservation, printing materials, printing billboards, LCD, Laptop, flip charts, colored cards, markers and hospitality during the training sessions.

- **Implementation Support:**

- Provide technical guidance and tools to help municipalities embed the SOPs into their daily operations, strategic planning, and governance structures.
- Ensure that municipalities track progress on climate initiatives in their projects through measurable indicators.
- Strengthen institutional capacity to manage climate risks.
- Promoting sustainable urban development through climate-responsive planning.
- Provide clear guidelines for integrating climate change adaptation and mitigation into municipal operations.
- Explain to municipalities how SOPs Integration into Municipal KPIs Measurement.

## 7. Communication

The Consulting Firm shall sustain continuous and prompt communication with MDLF to ensure rapid transmission of all information and documents with MDLF. The Team Leader is asked to participate in the events such as meeting with MoLG missions, MDLF engineers, responsible departments in the Palestinian municipalities to prepare the requested documents and presentations.



## 8. Qualifications

The consulting firm should have:

- Proven experience in developing SOPs, policies, or guidelines related to climate change. Strong knowledge of climate adaptation, mitigation, and municipal governance.
- Experience in capacity building and training local government institutions.
- Institutionalizing and good governance Experience.
- Familiar with international climate frameworks and national policies.

The Team required:

| Position                       | Qualification                                                                                 | Experience                                                                                                                                                                                                                                                               |
|--------------------------------|-----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Team Leader / Environmentalist | Master's degree in environmental engineering, public health, climate change or related areas. | 10 years' experience working on Environment, Climate Change and Disaster Risk reduction and Adaptation<br><br>◦ years' experience in the development and conduction of training materials<br><br>Experience in trainings on climate change and Environmental safeguards. |
| Urban Planner                  | Bachelor's degree in urban planning or engineering.                                           | 5 years' experience in Urban Planning, Climate Change, Environmental Science.<br>Experience with research, drafting and preparation of training material.                                                                                                                |
| Landscape Engineer             | Bachelor's degree in landscape architecture and planning, Urban Design, and Nature Resource   | 5 years' experience in landscape and urban design<br>Experience in training on climate change.                                                                                                                                                                           |
| Infrastructure Engineer        | Bachelor's degree in civil engineering                                                        | 5 years' experience of building and roads with responsive to Climate Change mitigation and adaptation.<br>Experience in training and moderation.                                                                                                                         |



## 9. Reporting and Deliverables

The following are the main reports and deliverables that will be prepared by the Consulting Firm and submitted to MDLF for its Approval. This includes:

- **Inception Report:** Includes outlining the understanding of the assignment, scope of responsibilities, a brief outline reports, detailed approach and methodology, detailed implementation plan and activity schedule (with a results framework, a timeframe, and resources), and any other key issues regarding the execution of the assignment.
  - Implementation plan for the activities and deliverables.
  - Proposed Outline for the reports will be submitted under this assignment.
  - Proposed training workshop Agenda.
  - Communication plan with the different relevant stakeholders.
  - Anticipated risks and obstacles and the response activities.
- **Training Preparation Report:** Includes desk review of the document and material prepared by MoLG, findings related to climate change adaptation policies and actions plans. Training material development, suggestions for the new topics of climate change to be included in the training material.
- **Final Training Material:** Includes the final document accepted by MDLF to be used in the training workshops. Hard copy and electronic format of the manual should be submitted.
- **SOPs:** A comprehensive version of the SOPs linked to MDLF indicator, ready for validation by the MDLF team and Project Manager.
- **Training completion report** that will include the list of participants (name, dedication, communication details inc. email, signature), summary of outputs, challenges faced and recommendations, evaluation of the training course by participants.
- **Final Report:** A detailed report on the development process, including analysis of the assessment of the needs, climate change considerations, and KPIs established for the municipalities, the report should include the obstacles encountered, lessons learned and recommendations, outputs, and achievements. The report will be prepared in English.

| Report                                    | Due date                                      | Tasks/Activity |
|-------------------------------------------|-----------------------------------------------|----------------|
| Inception Report                          | One week after signing the contract.          | All Tasks      |
| Training Preparation Report (Desk Review) | Four weeks after the signing of the contract. | Activity 1     |
| Final Training Material                   | Two Months after the signing of the contract  | Activity 1     |
| SOPs                                      | Four Months after the signing of the contract | Activity 2     |
| Training completion report                | After two days of conducting each workshop.   | Activity 1&2   |
| Final Report                              | One week prior to the end of the Assignment   | All Tasks      |



## 10. Payments

The payment for the assignment will be made upon the acceptance of the Client for the following reports:

|               |                                                                                                                                      |
|---------------|--------------------------------------------------------------------------------------------------------------------------------------|
| Payment1:     | 10% of the total budget agreed for the assignment against the submission of <b>the Inception Report</b> acceptable to the MDLF.      |
| Payment 2:    | 10% of total contract sum on submission <b>Training Preparation Report (Desk Review)</b>                                             |
| Payment 3:    | 20% of total contract sum on submission of <b>Final Training Material</b> , acceptable to the MDLF                                   |
| Payment 4:    | 20% of total contract sum on submission of <b>Final SOPs</b> acceptable to the MDLF                                                  |
| Payment 5:    | 20% of total contract sum on submission of <b>Training completion report /Orientation workshops Reports</b> , acceptable to the MDLF |
| Final Payment | 20% of total contract sum on submission of <b>Final Report</b> , acceptable to the MDLF                                              |

## 11. Training Methods

The consultants should plan and execute participatory training methods which may include:

- Ensuring active participation of each participant.
- Use of interactive and participatory methods to create learning opportunities for each other.
- Focus on the local context of project working area while designing and execution of the training.
- Revision the content based on the participants' feedback.
- The training should facilitate brainstorming opportunities for participants to incorporate environmental sustainability, climate adaptation and mitigation strategies into the project planning and management. It should also focus on identifying and reducing vulnerabilities in project activities.

## 12. Assignment Duration

The expected duration of the assignment is 5 months with 56 training days for seven clusters in the West Bank. The consulting firm is expected to propose a breakdown of the action plan which will be implemented through the assignment period.

## 13. Contact Administration

Mr. Hazem Kawasmi, the Operation Manager at MDLF will be responsible for managing the contract from the MDLF side. He will be responsible for the coordination of activities with the consultant, receiving and approving invoices for payments and for acceptance of the deliverables.



## Annex 1: Training Material

Review the prepared materials that include the following:

- **Introduction to climate change and resilience for urban planning:** this includes an introduction to the legal and institutional framework as well as the challenges of climate change for Palestinian urban areas. It discusses main existing programs and plans for the sectors, elaborates a stakeholder background, explain the main entry points for action to enhance urban climate change resilience as: access to information, urban planning tools, enhancing infrastructure and services, energy efficiency, water harvesting and stormwater management, public awareness, role of private sector and reflects on the possibilities to improve the administrative processes for improving climate resilience with respect to Palestinian municipalities.
- **Greening and maintenance of urban green spaces:** This includes the needs and possibilities of urban greening / landscaping of cities and the requirements with respect to species, the maintenance and sustainability of urban green spaces and possibilities of rainwater management and rainwater harvesting techniques. Specifics about alternative landscaping and functionalities such as green belts, green roofs, and vegetation engineering
- **Mobility and its requirements for urban design:** this includes the classification of the hierarchy of streets, the needs and types of mobility, the design of streets as urban green areas and the requirements for mobility improvement, challenges, and requirements for climate resilient mobility planning.