صندوق تطوير وإقراض الهيئات المحلية
Municipal Development & Lending Fund

WEST BANK AND GAZA SOCIAL RECOVERY AND JOB CREATION PROJECT

Component 1. Labor Intensive Infrastructure

Terms of Reference
For
Local Technical Consultant - Tulkarm, Salfeet, and Qalqilia

May 2025

Introduction

The Palestinian Liberation Organization, for the benefit of the Palestinian National Authority (PNA), has received a **total financing of US$40 million contributed by the Trust Fund for Gaza and the West Bank (TFGWB) managed by the World Bank towards co-financing of the costs of the Social Recovery and Job Creation projects "the Project". Additional co-financing in the amount of US$ 14 million is planned from the Palestinian Fund for Reconstruction and Development.**

The project is fully aligned with MoPIC's strategic framework for recovery efforts and longer-term development across WB&G. In the current phase all World Bank financing will be dedicated to the West Bank, with support to Gaza - likely with the same design, when the situation allows, and with additional finance. The strategic framework put forward by MoPIC on behalf the PA is well grounded in recent market-based assessments which have been carried out by the Palestinian Chambers of Commerce, Industry and Agriculture, the General Federation of Trade Unions, the Palestinian Central Bureau of Statistics, the Ministry of Labor of the PA and with the ILO.

1. **The project will respond to the current emergency in the West Bank by providing employment opportunities for unemployed workers, women, and persons with disabilities, and supporting the operational capacity of line ministries**. The project will:
   (a) Promote community resilience and well-being through short-term work opportunities for the unemployed and enhancing employment for women and persons with disabilities;
   (b) Contribute to local economic revival as a result of gained wages and implemented projects. Beneficiary individuals and households will partly restore their capacity for the consumption of basic goods and services;
   (c) Contribution to developing transferable skills and employment capacities, particularly among women and persons with disabilities;
   (d) Enhance the operational capacity of the MoPIC and other key line ministries.

The project comprises of four components:

Component No.	Component Name	Implementing / Supervising Entity
Component 1	**Labor-Intensive Infrastructure**	**MDLF** (Municipal Development and Lending Fund)
Component 2	**Support to Women and Persons with Disabilities**	**NDC** (NGO Development Center)
Component 3	**Institutional Capacity Building**	**MoPIC** (Ministry of Planning and International Cooperation)
Component 4	**Contingent Emergency Response (CERC)**	To be activated under emergency, by MoPIC and World Bank

As part of the implementation of the project, the Municipal Development and Lending Fund (MDLF), as the delegated implementation agency of Component 1, intends to use part of the Grant

to contract **Local Technical Consultants (LTCs)** and make Payments under the contract entitled "Local Technical Consultant – Sub-component Labor-Intensive Infrastructure".

Component 1 ***Labor Intensive Infrastructure*:**

This component will provide financing to eligible Local Government Units (LGUs) in the West Bank to maintain the provision of local services through labor-intensive infrastructure works involving unemployed people in the West Bank. Immediate and short-term emergency employment support is critical to ensure that people are able to access employment opportunities and sustain their lives and remain resilient to shocks. The component will finance labor-intensive small-scale public infrastructure works and services to create short term employment opportunities for unskilled and skilled workers together with construction supervision. Infrastructure activities will be of FCV nature (Fragility, Conflict, and Violence) and climate resilient, meaning they are designed to withstand and recover from conflict and climate change impacts. Activities will be limited to LGU's infrastructure and other LGU's facilities and offices. Among others, these sub-projects can include:

- Solid waste collection and sorting,
- Public health activities,
- Cleaning and beautification of public spaces,
- Irrigation of municipal areas,
- O&M of public facilities (Markets, City Hall, Culture centers, Water and Wastewater facilities, Solid Waste facilities such as transfer stations and or landfills, cemeteries if operated by LGU, schools, Public parks and gardens, LGU owned sport facilities, etc.)
- Roads repairs and maintenance (filling potholes, crack repair and sealing, etc.),
- Strom water system operation and maintenance,
- Landscaping of roads medians,
- Stone walls/retaining Wall constructions

Implementation of ***Labor-Intensive Infrastructure Component***:

The types of activities to be covered under Component 1 will cover small infrastructure works and services and will be determined based on consultations with LGUs. Each LGU would identify demand driven interventions/sub-projects with high labor content for financing.

The interventions/sub-projects should make a positive contribution to the climate change agenda by financing activities that are considered universally aligned with the Paris Agreement or that are not expected to result in significant increases in greenhouse gases (GHG) emissions. Most of the activities to be financed under Component 1 are expected to be maintenance or rehabilitation works in addition to essential services enhancement without capacity expansion. The project will not contribute to long term carbon intensive development pathways. The design of interventions consider site specific hazard information.

LGUs will select their priorities from the following three sources i) existing or newly created investment plans that were prepared using community participation approach ii) Damaged infrastructure and facilities resulted from the conflict iii) a two-year operation and maintenance plan either exists or to be developed during the course of component 1 implementation. LGUs will fill out application forms for their selected priorities which the MDLF will appraise with participation from MoLG against criteria to be detailed in the POM. Each LGU would then advertise job openings and announce specific applicant selection criteria.

The LGU in cooperation with the Ministry of labor (MoL) / Palestinian Fund for Employment advertises for job openings (specifying criteria for applicant selection as per the job requirements). From the applications received, the LGU selects applicants, giving preference to applicants (a)who are on the Ministry of Labor's list of unemployed persons, (b and who are currently not benefiting from existing job creation and cash transfer programs. The LGU will send the List of selected applicants to MDLF (to confirm that agreed procedures are followed) and then contract the services (on a three-month rotation). For work rendered, the LGU will send payment authorization to MDLF that will pay the Worker directly through the banking system.

Objective of this consultancy Assignment:

The main objective of this assignment is to provide technical support to the targeted LGUs for the implementation of Component 1 sub-projects of labor-intensive infrastructure with their allocation (see lists in annexes A and B).

This technical support and assistance will include on-the-job training and full responsibility for implementing the tasks and activities, specific objectives are:

i) Project implementation and supervision: assist LGUs in the supervision of sub-project implementation including reporting on progress of implementation including reporting on the implementation of each subproject SLRM, monitoring of indicators, and compliance with the standards as delineated by the MDLF related manuals.

ii) Ensuring compliance with technical, environmental, social and fiduciary aspects, monitors and provide guidance to LGUs on technical, environmental, social and fiduciary aspects of the sub-project preparation and implementation to ensure compliance with MDLF's procurement manual, financial, environmental and social framework (ESMF) including LALPF.

iii) Ensuring the implementation of the occupational health and safety measures proportional with the site-specific risks.

Scope of Work

In each targeted LGU (see annexes A and B), the Local Technical Consultant (LTC) will work with the LGUs, in coordination and under the direct supervisor of the Municipal Development and Lending Fund (MDLF), in accordance with the details presented in the MDLF's Operation's Manual (POM) and the signed contract. The LTC will assist the LGUs with their projects as per their allocations in addition to the LGUs' contributions.

Consultant's Tasks and Responsibilities

Planning, Design and Preparation Stage

The LTC team of experts must gain a clear understanding of the project's objectives, principles, methodology, implementation procedures, guidelines and acceptable practices and scope, to be able to act as an efficient, cooperative and friendly advisor to MDLF and LGUs:

1) For each sub-project, the LTC team of experts should conduct site visits for all activities, collect any relevant data, and present them in a format that will facilitate the definition of tools and criteria for environmental, social, health and safety screening and assessment, risk assessment, project objectives, components, methodology, outputs and outcomes.
2) While collecting project data, the consultant should consult with the relevant LGUs on the legal licensing status of each sub-project, and with LGUs and line ministries on the required standards and design criteria. The LTC shall ensure that all the design components are taken into consideration.
3) The environmental and social specialists are to conduct rigorous environmental, social, health and safety screening for each subproject and assessment, including the unexploded ordnance risk (UXO) based on the ESMF, LALF and other E&S risk management instruments, and submit to MDLF in a timely manner the screening sheets and recommendation of applicability of a LALF and the need to prepare LALF.
4) The LTC's Environmental and Social Specialists are to support LGUs in preparation of Stakeholder Engagement Plan (SEP) and specify the proposed stakeholder engagement tool/s to be followed by the LGU (conducting Focus Group/s, printing fact sheets, sharing information on social media and LGU website (if available) during the design and/or implementation stage …etc) as well the proposed target groups. As well, to ensure and document the compliance of the LGU by providing a report on Stakeholder engagement

for each sub-project. All of consultation and stakeholder engagement plans should follow the WB note on "Public Consultations and Stakeholder Engagement in WB-supported operations when there are constraints on conducting public meetings".

5) The LTC's Environmental and Social Specialists should help LGUs in the preparation of the sub-project ESMP/ E&S checklist referring to the ESMF. ESMPs/ E&S checklist should be submitted to MDLF for review and approval.
6) For sub-projects that have been environmentally and socially screened by MDLF, the LTC should review the environmental and social screening, application form, stakeholder engagement reports, and other documents and verify that all of MDLF's comments and recommendations have been incorporated into the design and bidding documents.
7) The LTCs shall review the LGU's application forms of the subprojects and stakeholder engagement reports and all documents for each targeted LGU. During the implementation, the LTC shall also review all required reports and the accuracy and reasonableness of readily measurable baseline and outcome indicators. The LTC shall assist the LGUs in preparing and submitting the Procurement Planning Milestone (PPM) as part of the application dossier.

8) For each sub-project, the LTC shall verify the designs and technical reports for sub-projects (if there are designs and drawings), licenses, bills of quantities, specifications and bidding documents, etc.). LTC should ensure that all designs conform to national technical norms and standards for each type of subproject. LTC shall ensure that labor content per sub-project complies with the employment duration requirements (max of 75 working days and min of 50 days).
9) The LTC should ensure that the submitted design of subprojects will help mitigate climate change impacts such as roads with drainage to eliminate flash floods, building and roads with PV panels/energy efficient arrangements as per the MDLF manuals, waste to be sent only to sanitary landfills and not open dumpsites, wastewater to be received at WWTP
10) The LTC shall assist LGUs in preparing and verifying the Sub-project L**abor Requirement Matrix (SLMR)**, which will include the following information, among others: Type of work, required, number of workers, skills required, required, required level of efforts (days), gender qualification, estimated salary, **and selection criteria of labor for each sub-project considering the general roles of Component 1 and each subproject requirements.** The SLRM will be made available during the subproject procurement stage so that this becomes the basis for the LGU to employ workers for.
11) The LTC shall assist LGUs in estimating the needed material quantities and equipment needed to be leased/purchased for sub-projects, prepping the request for quotation including bill of quantiles, specifications and evaluation of quotations.
12) For each sub-project, the LTC shall support the LGU in reviewing, revising, and finalizing the Environmental and Social Management Plan (ESMP) / environmental and social checklist, ensuring that it adequately reflects site-specific environmental and social risks and mitigation measures. The ESMP/E&S checklist shall be aligned with the Environmental and Social Management Framework (ESMF) and, where applicable, the Land Acquisition and Livelihood Framework (LALF). The finalized ESMP/ E&S checklist shall be submitted to MDLF for formal review and approval.
13) The LTC should ensure that the submitted design fully complies with the environmental, social health and safety considerations set forth in ESMF and environmental assessment

including the LALF, and that the LGU has obtained all required licensing at the appropriate time.

14) The LTC should conduct a price analysis and ensure that estimated costs are in line with current local market prices and available LGU allocations. This analysis and the market prices for each item to be implemented in all types of projects should be submitted to MDLF at the design stage of each subproject.
15) The LTC shall provide MDLF with priced BOQs related to each sub-project as an annex to the final design and bidding documents.
16) The LTC should support the targeted LGUs in coordination with related line ministries, utilities and institutions in finalizing all project documents, including: design drawings, specifications, bills of quantities (BOQs), tender documents, requesting bids, bid evaluations, review the announcement for labor in cooperation with the Palestinian Fund for Employment and Social Protection for Workers (PFESP), labor selection criteria for each sub-project, labor application form, participate in labor selection and preparations of the labor selection report of each sub-project.
17) The LTC shall assist LGUs in drafting a concise sub-project profile summarizing the key features of the intervention. This will serve the internal documentation and public communication
18) The LTC shall assist targeted LGUs in creating and organizing independent and transparent subproject files in compliance with MDLF requirements. During project implementation, LTC shall review the file periodically and ensure that all necessary documentations are well arranged and archived.

Implementation and Supervision Phase:

This phase will include supervision of the implementation of the subprojects of the LGUs listed in Annex A and Annex B. Details on the tasks required by LTC in this phase are described below:

1) The LTC shall conduct site supervision for all subprojects and visit all participating LGUs during project implementation, including daily supervision follow-up and twice a week site supervision visits to all participating LGUs during project implementation, ensuring workers attendance and that all workers are covered by the insurance, provided by full PPE and sanitizers, and provided by the proper safety tools at the site,

2) The LTC should daily follow up to ensure that the LGUs coordinate with all relevant parties, including relevant ministries, directorates and contractors and give approvals for all milestones and sub-project activities.
3) The LTC shall closely monitor sub-project implementation, including field visits to all targeted LGUs, providing evidence that field visits have taken place and preparing a field visit report describing the objective of the visit, time, personnel, issues discussed, achievements (including output and outcomes indicators), and any obstacles and issues identified, with an analysis of probable causes, recommendations, and a concrete action plan for addressing them (including by when and by whom).
4) LTC shall monitor closely and report on the progress of subprojects implementation (physical/time) in addition to financial disbursement against physical progress for subprojects. For sub-projects reporting on progress shall include reporting on wages paid/to be paid against physical achievement on a biweekly basis.

5) In case of delay in implementation LTC shall evaluate the reasons for such delay and recommend proper corrective actions per sub-project, so each sub-project can be implemented within time cost and quality.
6) During the site visits the LTC shall ensure and report on the labor content of the sub-project as per the sub-project design (SLMR) including gender during the different stages of the subproject implementation.
7) During the site visits the LTC shall ensure that all activities are following the approved subproject documents including drawings and specifications and operation and implementation method statement reports for operation & maintenance Type sub-projects, ensure that the activities are executed within the scope of the sub-project, ensure that all recommendations of the previous visit are taken into consideration.
8) During the site visit the LTC shall report on the leased equipment if any and/or supplied materials. And ensure proper storage and usage of the materials and equipment for the purpose of the subproject implementation.
9) The LTC shall be present when the required tests are carried out.
10) The LTC's environmental and Social Specialists field visit plan shall be submitted for all ongoing sub-projects for MDLF for approval.
11) The LTC's environmental and social specialists shall conduct mandatory periodic field visits to sub-project during the construction/implementation phase to ensure proper environmental and social supervision of works and to conduct monitoring and evaluation of the ESMP/E&S checklist and LALF implementation. Separate environmental and social site visits reports should be shared with MDLF.
12) The LTC's environmental and social specialists shall assess and audit the environmental, social health and safety impacts and related mitigation measures, in compliance with the ESMP and /or E&S checklist, as per the project type, as part of periodic supervision to ensure compliance with safeguards and adequate mitigation of negative environmental and social impacts.
13) The LTC's Environmental and Social Specialists shall ensure that labor management procedures (LMP) are applied for all of selected workers, including but not limited to singing a proper code of conduct as an attachment with the contract, signing work contract…etc. They should also ensure that all workers by name are covered by the insurance, provided by full PPE and sanitizers, and provided by the proper safety tools at the site.
14) The LTC's environmental and social specialists shall ensure the compliance of LGUs with the GRM Manual, stakeholder engagement approaches as recommended in the social screening, apply the occupational health and safety measures, and provide the full PPE and valid insurance for workers.
15) The LTC's environmental and social specialists shall ensure that LGU conduct an orientation for all of the workers including the new ones. Orientation includes but not limited to identify the GRM channels, explain the code of conduct items, the risk of UXO, and identify all of health and safety that workers should follow at the site. The Code of conduct will be requested to be printed and installed at the site based on the recommendation of the social screening submitted by the LTC social specialist.
16) LTC's environmental and social specialists shall document all of the complaints received related to component 6 sub-projects and assist LGU to solve the complaint.
17) The environmental specialist shall coordinate with LTC supervising engineers to follow up daily on environmental and social considerations and verify that they are duly considered

and documented in LTC and LGU Daily, Monthly, Quarterly, and Final Reports.

18) In cases where is a severe issue requiring immediate action, the LTC environmental and social specialists shall visit the site, assess the situation, support the LGUs in verifying and solving it, and provide recommendations on remedial and follow-up actions to be taken, as well as documenting it (i.e., via a report with photos) and promptly sending it to the LGU and MDLF.
19) The findings shall be recorded on the site visits conducted by the engineers and annexed in the Daily, Monthly and Final Reports.
20) The LTC shall coordinate with the MDLF environmental and social specialists in all aspects of environmental and social monitoring and the application of the environmental and social mitigation measures identified in the project planning phase to ensure that they are implemented in complied with safeguards and Palestinian law.
21) The LTC shall ensure maximal community satisfaction of the implemented measures, noting that surveys covering environmental and social management and citizen satisfaction will be conducted and implemented in compliance with national safeguards and Palestinian law.
22) The LTC shall review and submit for MDLF approval a consolidated updated Procurement Plan and Disbursement Plan periodically and as required.
23) The LTC shall submit a price monitoring sheet update periodically as required.
24) The LTC shall ensure that all required laboratory tests (to be conducted in the LTC presence) and quality control measures are done in a professional manner and provide scientific and engineering opinion on them before their submission to MDLF; train and develop LGU engineers in Quality Control: technical and administrative (specs, testing, interpretation of test reports, taking proper decisions, sampling procedures, the roles and responsibilities of testing labs, etc.); and deal with shop-drawings and as-built drawings.
25) The LTC shall work closely with the LGUs and provide the needed technical support, including clarifications on project implementation procedures, ensuring and verifying the need for variation orders and that LGUs have formal approval from MDLF before dealing with them.
26) The LTC shall provide technical support during implementation, including the monitoring and evaluation process; assess the operation and maintenance plans submitted by the targeted LGUs, assist them in making the appropriate modifications, and advise them on the plans' further development.
27) Regarding the procurement process: The LTC shall be responsible for ensuring that the targeted LGUs are following the procurement guidelines as stipulated in the Grant Implementation Agreements (GIAs) signed with MDLF, which are in line with MDLF Procurement Manual and the labor employment arrangements as per the project operations manual. In order to do this, the LTC will be required to:
    i. Ensure that all targeted LGUs understand the labor employment procedures as per MDLF Operations Manual.
    ii. Coordinate with the MoL/Palestinian Fund for Employment and Social Protection for Workers (PFESP) for labor employment in regard to the labor employment.
    iii. Attend meetings and participate in the labor selection for the sub-projects and be part of the selection committee.
    iv. Report to the MDLF on the status of labor employment actions and advise on timely corrective measures.
    v. Ensure that all targeted LGUs understand the procurement methods and procedures for each type of activity to be procured as required in the

Procurement Manual and proper implementation of life cycle costing in the procurement of goods according to the EE Manual.

vi. Assist targeted LGUs in maintaining adequate files, as required in the Procurement Manual.

vii. Periodically report to MDLF on the status of procurement actions and advice on timely corrective measures, if any, to be taken to avoid faulty procurement decisions; and

viii. Attend as an observer the bid opening session for each subproject and provide any required technical support for the evaluation committee of the bidders.

28) Concerning Financial Management, The LTC shall ensure that targeted LGUs are following the financial procedures as stipulated in the signed agreements with the MDLF. Specifically, the LTC shall:

i. Review invoices and confirm their accuracy and authenticity supported by all documentation necessary for further reviews by MDLF and Financing Partner teams.

ii. Review payment requests for labor and confirm their accuracy and authenticity by all documentation necessary for further reviews by MDLF.

iii. Verify that the amounts invoiced are consistent with the delivered work, purchased goods or delivered services.

iv. Submit all approved invoices and payment requests (signed and stamped by the LTC) within 3 days of the date of receipt from the LGUs along with all required main documents.

v. Ensure that all project-related correspondence and documents (financial transactions, signed contracts, receipts, payment slips, bank transfers, etc.), are properly maintained in separate files for review and audit by the consultants, MDLF and the donor designated team and auditor (all files must be kept for at least five years from project completion).

vi. Enhance the capacity of targeted LGUs and coach them in the necessary procedures, taking into consideration internal control and segregation of duties and guiding them in best practices in the field; and

vii. Review all invoices and support documents and ensure that all procedures adopted by the LGUs are maintained and acceptable before submitting payment documents to MDLF.

29) Concerning Environmental and Social safeguards, the LTC shall ensure that sub-projects are following the MDLF ESMF and other E&S risk management instruments, and MDLF Operations Manual, and that LGU Project supervision teams and Contractors (if there are) provide timely responses and follow-up on mitigation measures for any activity under the approved investments that may trigger any Environmental and Social safeguard. Specifically, the Environmental and Social Specialists shall:

i. Identify good practice methods that the supervising team of LTC and LGUs are adopting to ensure public safety and environmental protection.

ii. Assist the LGUs in following up on environmental and social issues, complaints, noncompliance with the ESMP/ E&S checklist and with penalties; ensure that evidence is duly documented in LTC and LGU Monthly and Final Reports; and report on LGU and contractor compliance with environmental and social

management, agreements, norms, and standards.

iii. Follow up and assist the LTC and LGU supervising teams in improving their public safety and environmental protection measures and conduct continuous monitoring for environmental mitigation based on ESMF guidelines and best practices.

iv. Ensure that the mitigation measures proposed in the ESMP/E&S checklist are identified and that necessary environmental and social actions are considered and implemented accordingly.

v. Follow up with the LTC's and LGU's supervising teams to ensure proper drafting of environmental and implementation of environmental and social notes, calculate penalties, and follow up the penalty deductions in payments as stated in the ESMF.

30) Concerning overall Monitoring and Reporting, the LTC shall:

i. Review the designed project monitoring and evaluation indicators and recommend to MDLF any need for improvement.

ii. Monitor the indicators stipulated in the Project Document and include them in the periodic consultant reports.

iii. Take high resolution photos of the same scene of each project on a monthly basis and provide MDLF with captions (before, during and after Implementation).

iv. Prepare a 5-minute video for at least 3 projects of their cluster to cover that may be considered success stories, covering all project Phases, the problems the project is meant to solve and the project benefits.

v. Ensure that all project-related correspondence and documents (including procurement documents, MDLF clearances, and financial transactions) are properly maintained in separate files for review and audit by the MDLF, consultants, the Financing Partner designated team, and the auditor; manage public disclosure of adequate information (according to the World Bank's Policy on Disclosure of Information); and ensure that files are kept for at least 5 years after project completion;

vi. Identify any difficulties and challenges faced by project implementation at the LGU level as early as possible and maintain an open dialogue with those responsible aimed at finding appropriate solutions or corrective measures.

vii. Conduct site visits to each sub-project to monitor progress and quality of work and provide LGUs with the necessary technical assistance and support, and capture project development by taking high resolution digital photos with captions throughout the project Implementation phase.

viii. Assist LGUs in creating and organizing independent and transparent project files for compliance with MDLF requirements, ensuring that information on the final project application is made public via the relevant LGUs and MDLF websites and other public information outreach measures, and review the file periodically and ensure that all needed documents are appropriately arranged and archived.

ix. Given the large number of sub-projects expected under this assignment, the LTC shall adopt an electronic archiving system to ensure organized, transparent, and accessible documentation. It is recommended that Google Drive be used for this

purpose. The LTC shall create a dedicated shared folder for each participating LGU, and grant access to MDLF staff. The LGUs will be responsible for uploading all project-related documents—such as applications, designs, approvals, photos, reports, financial records, and correspondence—into their designated folders. The LTC shall oversee this process, ensure that each folder is regularly updated, and that all required documentation is complete, properly named, and structured according to a standardized format agreed with MDLF.

x. Develop a format, to be approved by the MDLF, for a Weekly Monitoring Report, to be prepared in full cooperation with the LGU technical staff and used by the consultant's supervising engineers; summarize the results and recommendations of the field visit monitoring reports; and send them to MDLF, together with the field visit monitoring reports, The environmental and social report should be submitted separately.

xi. Prepare site visit reports, including performance indicators and outcomes as per the formats provided in the Operations Manual, application form and Project Document.

xii. Capture best practices, lessons learned, and success stories to show impact in relation to the project objectives and include in the relevant Reports.

xiii. Perform project monitoring and evaluation of the LALPF.[1]

Geo-Enabling initiative for Monitoring and Supervision (GEMS)

MDLF will monitor the E&S aspects of sub-projects during the implementation phase by using the KoboToolbox tool (one of GEMS tools). LTC Environmental and Social staff will be oriented to use this monitoring approach, and they will be requested to conduct the monitoring task by using the KoboToolbox in a regular frequency upon the request of MDLF. The LTC Environmental and Social staff will also be requested to verify the results and merge the analysis results in the monthly report / at the request of MDLF.

Communication

The Consulting Firm should maintain continuous and timely communication with MDLF to ensure the rapid transmission of all information and documents between LGUs and MDLF. The LTC should attend weekly or bi-weekly meetings as requested by the MDLF or/and the LGUs. The LTC shall participate in visits to missions and any meetings requested by MDLF. Furthermore, when required, all the LTC team should attend those meetings.

LTC environmental and social experts are to maintain direct and continuous communication with MDLF officers.

All documents shall be submitted in 1 hard and 1 soft copy.

[1] http://www.mdlf.org.ps/Files/Docs/maMDPIII%20LALPF-Final%2016March%20amended%20April%2010.pdf

The requirements of environmental and social reporting are as stated in the ESMF and LALF as well as any additional requirements set forth in the TOR.

Inception Report

Within 2 weeks of signing the contract, the Consultant shall prepare an Inception Report, including an action plan outlining their understanding of the assignment, scope of responsibilities, proposed approach and methodology, an implementation plan (including a timetable showing key stages and milestones), and a results framework and staff responsibilities. This report should be in English.

Monthly Progress Reports

These Reports should summarize progress achieved in the assignment, results, analysis of the main activities, field visits conducted (in each LGU by date, objective, and outcome), environmental and social issues, achievements, obstacles encountered during the reporting period and planned next steps for the following reporting period. It shall include as attachments the field visit reports and the Monthly Progress Report for each sub-project. The monthly Report shall also include the status of all subprojects, progress in terms of both physical and financial, the status including the performance guarantee status and validity/labor insurance. Summaries of the Monthly Reports should be done in English on a monthly basis.

Quarterly Implementation Progress Reports

The Consultant shall submit Quarterly Implementation Progress Reports, in English on a quarterly basis (based on the reporting periods of MDLF).

Implementation Completion Report

The Consultant shall submit an Implementation Completion Report within 2 weeks of completing the specified sub-projects, summarizing achievements in terms of the key performance indicators, improvements in implementation capacity, and recommendations. This report should be in English and accompanied by all other requested documents.

Final Report

The Consulting Firm shall prepare a Draft Final Report, summarizing all Consulting Firm activities, including documentation of all collected data, analyses, environmental and social safeguards, achieved outcomes, success stories, lessons learned, obstacles, and recommendations for improvement. This report shall be submitted to MDLF 10 days before the end of the assignment for review and comment, and the Consulting Firm shall modify the Report accordingly within 1 week of reception of MDLF's comments. The Final Report should be in English and accompanied by all other requested documents. The soft copy of the final Report should include soft copies of all Monthly and Quarterly reports. in annex.

Qualifications

The Consulting firm must have a minimum of **3 years of experience** in the field of the assignment with a permanent office in the **West Bank.** This office should, at least, satisfy the requirements of the Engineering Association/Jerusalem Center (office area, fax, telephone, copy machine, printer, computer, and meeting room) and should be kept open daily for the full duration of the assignment.

The Consulting Firm shall have a strong consulting and management background. Local government management experts should support MDLF and LGUs in performing their tasks. Different types of experts may be required to fulfill specific aspects related to the detailed data for each project. The Consultant should have strong documented experience in appropriate

Labor-Intensive municipal sub-projects, infrastructure projects, and have completed similar tasks in a satisfactory manner.

The LTC is expected to have a Team with an appropriate number and mix of management, financial management, engineering, procurement, social, and environment specialists to conduct and complete this assignment. The Team should have good experience in providing training and on-the-job coaching related to the assignment.

The Consulting Firm shall provide the following key specialists to work under this assignment with an estimated level of effort (LOE) of **25 man-months.**

Title *(Count)*	Minimum required qualifications
Team Leader	a. Senior Project Manager with an engineering background and advanced professional and/or academic qualifications in municipal engineering or related technical/development disciplines b. At least 10 years' experience in planning and management of infrastructure and social projects c. Experience in addressing issues related to management for local government units. d. Previous experience in similar assignments and in working with and building the capacity of local government unit officials in the fields of project design, procurement, implementation and monitoring e. Strong analytical, communication, reporting and people management skills, as well as solid mediating and consensus building skills
4 Civil Engineers	f. **4** Professional Civil Engineers with at least 5 years' experience in conducting infrastructure needs assessments, structural design, supervision, and implementation of infrastructure projects (especially public and road projects) g. Experience in technical design, supervision, implementation, and environmental mitigation procedures
Roads Engineer	h. **One** Professional Civil Engineer with at least 5 years' experience in the design of road projects including roads maintenance, including experience in design criteria for roads, assessing the feasibility of projects, technical designs, detailed drawings, profiles and drainage systems, and strong experience in reviewing and verifying laboratory test reports, as well as the preparation of bills of quantities of the different items for roads projects
Environmental Specialist	i. **one** Professional Environmental Specialist with at least 5 years' experience in following implementation of environmental mitigation procedures in municipal infrastructure projects. j. Experience working with international environmental standards, and in developing and following Environmental Management Plans (EMPs) k. Experience in following OHS practices
Social Specialist	l. **one** Professional Social and Community Development Specialist with at least 5 years' experience in carrying out community consultation for the identification of community development projects focused on enhancing community participation and stakeholder engagement in municipal decision making. m. Experience in and knowledge of international social safeguards and management. n. Experience in monitoring and evaluation of social monitoring indicators. o. Experience with Social Impact Assessments (identification and mitigation), participatory planning and budgeting, improvement of consumer satisfaction, enhancement of customer relations by LGUs and utilities, and public awareness campaigns p. Experience with designing or improving complaining systems / GRM.

Timeframe

The total duration of this assignment should be completed within a period of 20 months from the date of signing the contract. The expected starting date of the assignment is 15/08/2025.

Deliverables breakdown and schedule:

ID	Deliverable Name	Expected Due Date
1.	Inception Report	After 2 weeks of signing of contract
2.	Monthly Progress Reports	This report should be submitted by the end of every month
3.	Quarterly Implementation Progress Reports	This report should be submitted every 3 months
4.	Implementation Completion Report	One month before the end of the assignment
5.	Final Report	Two weeks before the end of the assignment

Consultant Selection Method

The Consultant will be selected in accordance with procedures set forth in MDLF Procurement Manual – Least Cost Selection (LCS).

Contract Type and Payment Schedule

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

- Payment 1: 10% of total contract sum on submission of Inception Report, acceptable to the client.
- Payment 2: 15% of total contract sum on submission of Progress report (reviewing, site visits, verifying the materials needed, equipment and employment opportunities for all LGU subprojects in that cluster), acceptable to the client. The Client, with all reports supporting documents acceptable to MDLF.
- Payment 3: 15% of total contract sum on submission of Progress Report, acceptable to the Client, subject to the Report that shall include the revision and verification of designs and bidding documents of all subprojects (or 75% of subproject design reviews and bidding documents were prepared and 15% of projects in the tendering process).
- Payment 4: 15% of total contract sum on submission of Progress Report, acceptable to the Client, subject to award of 50% of subprojects and 10% of them are completed, the other subprojects are tendered.
- Payment 5: 15% of total contract amount on submission of Progress Report, acceptable to the Client, subject to the awarding of all projects and completion of 50% of subprojects.
- Final Payment: 30% of total contract sum on submission of Final Report, acceptable to the Client, subject to the completion of all subprojects.

Project Administration

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

Project Manager: Eng. Naim Noubani (Head of Technical Department)

Address:

Municipal Development and Lending Fund
Ain Sam'an Street, Ramallah
Palestinian Authority
Tel: (02) 2426610; Fax: (02) 242 6617
E-mail: nnoubani@mdlf.org.ps

Annex A: List of VCs

Tulkarem, Qalqilya and Salfit Governorates

No.	Name	Governorate	Total Allocation $ per VC
1	حَارِس	Salfit	
2	قِيرَة	Salfit	
3	مَرْدَا	Salfit	
4	يَاسُوف	Salfit	
5	مَسْحَة	Salfit	
6	إسْكَاكَا	Salfit	
7	سَرْطَة	Salfit	
8	رَافات	Salfit	
9	فَرْخَة	Salfit	
10	فَرْعُون	Tulkarem	
11	عَكَّابَة	Tulkarem	
12	نَزْلَة عِيسى	Tulkarem	
13	النَزْلَة الشَرْقِيّة	Tulkarem	
14	النَزْلَة الوُسطى	Tulkarem	
15	النَزْلَة الغَرْبِيّة	Tulkarem	
16	الجاروشِيَّة	Tulkarem	
17	إكتَابَا	Tulkarem	
18	رَامِين	Tulkarem	
19	شُوفَة	Tulkarem	
20	سَفَّارِين	Tulkarem	
21	الرَاس	Tulkarem	
22	كَفْر صُور	Tulkarem	
23	كُورْ	Tulkarem	

24	كَفْر زِيبَاد	Tulkarem	
25	كَفْر جَمَّال	Tulkarem	
26	كَفْر عَبُّوش	Tulkarem	
27	فَلامِية	Qalqilya	
28	كَفْر قَدُّوم	Qalqilya	
29	جِيْت	Qalqilya	
30	باقَةْ الحَطَب	Qalqilya	
31	حَجَّة	Qalqilya	
32	خِرْبِة صِيْر	Qalqilya	
33	فَرْعَتا	Qalqilya	
34	إِمَّاتِين	Qalqilya	
35	الفُنْدُق	Qalqilya	
36	النَبِي إلياس	Qalqilya	
37	كَفْر لاقِف	Qalqilya	
38	جِنْصَافُوط	Qalqilya	
39	عَسْلَة	Qalqilya	
40	راس عَطِيَّة	Qalqilya	
41	العزب الغربي	Qalqilya	
42	بِيت أَمين	Qalqilya	
43	سَنّيرْيَا	Qalqilya	
44	عَزُّون عَتْمَة	Qalqilya	

Annex B: List of Municipalities

Tulkarem, Qalqilya and Salfit Municipalities

No.	Municipality	Governorate	Total Allocation $ per Municipality
1	Deir Ballut	Salfit	
2	Bruqin	Salfit	
3	Deir Istia	Salfit	
4	Qarawat Bani Hassan	Salfit	
5	Kefel Hares	Salfit	
6	Kufor Al Deek	Salfit	
7	Al Zawyeh	Salfit	
8	Bedia	Salfit	
9	Salfit	Salfit	
10	Zeita	Tulkarm	
11	Saida	Tulkarm	
12	Baqa Al Sharqeyya	Tulkarm	
13	Kafr Al Labad	Tulkarm	
14	Beit Leed	Tulkarm	
15	Al-Kafriyyat	Tulkarm	
16	Bal'aa	Tulkarm	
17	Allar	Tulkarm	
18	Anabta	Tulkarm	
19	Atteel	Tulkarm	
20	Deir Al Ghosoun	Tulkarm	
21	Qaffin	Tulkarm	
22	Tulkarem	Tulkarm	
23	Jayyus	Qalqilia	

24	Kufor Tholoth	Qalqilia	
25	Hableh	Qalqilia	
26	Azzun	Qalqilia	
27	Qalqilia	Qalqilia	

Appendix C: Consultant's Reporting Obligations and Deliverables with Submission Due Dates:

[1] The Inception Report Contents:

ID	Deliverable Name	Expected Date
1.	Inception report[1]	**June 15th, 2025**
2.	Monthly Progress Report	Within one week after the end of each month
3.	1st Quarterly Implementation Progress Report	**September 16th, 2025**
4.	2nd Quarterly Implementation Progress Report	**December 16th, 2025**
5.	3rd Quarterly Implementation Progress Report	**March 16th, 2026**
6.	4th Quarterly Implementation Progress Report	**June 16h, 2026**
7.	5th Quarterly Implementation Progress Report	**September 16th, 2026**
8.	6th Quarterly Implementation Progress Report	**December 16th, 2026**
9.	Implementation Completion Report	**December 16th, 2026**
10.	Final report	**January 15th, 2027**

a. Detailed scope of work
b. Revised work plan for the main deliverables and the activities
c. Roles and responsibilities plan for the proposed staff
d. Communication plan with the different project stakeholders
e. Anticipated risks and obstacles and the response activities