



الاتحاد الفلسطيني للهيئات المحلية
Association of Palestinian Local Authorities



International

Request for Price Offer (RfPO)

Services of an Individual Expert / Trainer to lead a workshop on how Improved Services Delivery Contributed to Increase Revenue.

REFERENCE CODE: SDLG SRoL-11448.22.PS.1C

Issue Date: 7th Aug. 2023.

1. BACKGROUND

The Association of Palestinian Local Authorities (APLA) founded in 1997, APLA is an independent organization mandated to represent and lobby for the collective interests of Local Government Units (LGUs) by supporting capacity building among local governments, facilitating exchange of knowledge and best practices, and serving as vehicle for dialogue between the central government and LGUs. APLA is a semi-governmental nonprofit association that forms a comprehensive framework, which holds all the Palestinian local authorities and works for and with them, to provide better services for the Palestinian citizen by defending their rights, and representing them on all levels nationally, regionally, and internationally.

In Nov.2022, APLA signed a Memorandum of Understanding with the **International Cooperation Agency of the Association of Netherlands Municipalities (VNGi)** targeting to express mutual intentions for a collaborative partnership in areas related to APLA's mandate and VNGi's projected objectives. The MoU is intended as a broad vehicle to promote programmatic interaction in the form of joint collaboration between the parties, as well as joint development of projects that are aligned with the respective missions of the parties and with benefit to both associations.

Project background:

Sustainable Development through Improved Local Governance (SDLG) program, funded by the Netherlands Ministry of Foreign Affairs and implemented by VNGi, focuses on increasing legitimacy and stability in marginalized communities in rural Palestine, in the upcoming 5 years (2022-2026). By focusing on local governance, VNGi aims to strengthen Palestine's sovereignty and control over its territories, in Area A, B and C. The main objective of the project is "Local Authorities in marginalized communities in rural Palestine are increasingly legitimate and stable". One of SDLG aims is to improve the effectiveness and efficiency of local authorities in Area C, who need to deal with limited funding and personnel capacity. The project is currently targeting a cluster of 8 communities in the West of Ramallah and El-Bireh Governorate, namely; Shuqba, Qibya, Shabtin, Budrus, Deir Qaddis, Ni'lin, Kharbatha Bani Harith, and Al Midya.

To this end, VNGi & APLA are keen to hire an individual local finance expert/trainer to deliver a training workshop for mayors and staff of West Ramallah and Al Bireh local authorities LAs (Village councils and Municipality) and other Las as well, on how to optimize the available revenue sources, and how to activate the inactive ones (revenue generation guidelines), to help in improving the capacity of LAs to effectively deliver public services.

2. OBJECTIVE OF THE REQUEST

Main Objective of the assignment: Presenting and discussing strategies on how to optimize the available revenue sources by the West Ramallah Cluster's LAs members and staff and other participants, and how to activate the inactive ones (revenue generation guidelines), to help in improving the capacity of LAs to effectively deliver public services, notably social services, and to take measures to promote inclusive and sustainable growth for citizens' services. Specific outputs of the assignment are specified in Annex (1): ToR.





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3. INSTRUCTIONS		
RECEPTION OF PRICE OFFERS	DATE:	DEADLINE: 3:00 PM, Mon. 14 th Aug. 2023.
	E-MAIL TO:	Mrs. Amal Odeh: amal.odeh@vng.nl Mr. Saleh Khalailah: saleh.k@vng.nl
	DOCUMENTS AND ANNEXES TO BE SUBMITTED:	- ANNEX (1): Term of Reference (ToR): Signed. - ANNEX (2): Financial Offer: Filled & Signed. - RfPO: All papers signed and filed where requested. - Expert CV including qualifications, relevant experiences, knowledge, and similar previous assignments.
VALIDITY PERIOD OF THE PRICE OFFER:		30 days after the submission date of the price offer.

4. TECHNICAL SPECIFICATIONS:
<p><u>Selections and Awarding Criteria</u></p> <p>The Expert has to submit her/his CV highlighting the qualifications, relevant experiences, knowledge, and similar previous assignments, i.e.:</p> <ul style="list-style-type: none">• Masters' degree in finance, accounting, local economic development, public administration, or any other related field. PhD is preferred. Knowledge in local government/governance is an asset.• 10 years of experience in public and local finance, revenue sources management in local authorities, MoLG's financial policies, processes, procedures, and manuals.• Similar previous assignments and working with Palestinian governments, local government sector, donors, civil societies.• Experience and knowledge in local government sector, especially in analyzing and evaluating the existing local authorities' revenue regulations and to recommend for improvement. <p><u>Awarding criteria</u></p> <p>The selection of the Expert will be based on technical and financial evaluation:</p> <ul style="list-style-type: none">A. Technical Evaluation 60%B. Financial Evaluation 40%

5. IDENTIFICATION OF THE EXPERT	
Last name, first name (Signature)	
Telephone number and Fax number	
E- Mail address	
Account number of Payment PLEASE, attach full Bank Info for EURO Iban Number under the name of Expert as stated at the Bank:	





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Expert Declaration:

By submitting this Price Offer, The Expert declares renouncing her/his own (sales) conditions and commits to performing this order in accordance with the provisions of the specific requested purchase conditions attached within ToR and for the price offered.

Price quotations will be in EURO.

In accordance with the specific conditions attached to this document, applicable law for this contract/ assignment is the Palestinian Law.

**Certified true and sincere,
Signature of the Vendor**

Date: / /2023.

**Executive Director / APLA
Abdallah Anati**





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Annex 1: TOR

Services of an Individual Expert / Trainer to lead a workshop on how Improved Services Delivery Contributed to Increase Revenue.

REFERENCE CODE: SDLG SRoL-11448.22.PS.1C

1. Background

The Association of Palestinian Local Authorities (APLA) founded in 1997, APLA is an independent organization mandated to represent and lobby for the collective interests of Local Government Units (LGUs) by supporting capacity building among local governments, facilitating exchange of knowledge and best practices, and serving as vehicle for dialogue between the central government and LGUs. APLA is a semi-governmental nonprofit association that forms a comprehensive framework, which holds all the Palestinian local authorities and works for and with them, to provide better services for the Palestinian citizen by defending their rights, and representing them on all levels nationally, regionally, and internationally.

APLA is implementing the project (APLA's Multiannual Action Plan – (MAAP) 2021-2025), largely financed by the European Union upon signing a grant contract on 12 December 2021 with total EU contribution of € 1.9 million. This project has been designed to strengthen LGUs collaborations on service delivery and local participatory development, and improve contributions to territorial integration, particularly in Area C. Specific objectives of MAAP aim at supporting the role of APLA as LGUs representative and dialogue partner with the Palestinian Authority, to support the role of the LGUs in the building process of future State of Palestine and to strengthen the institutional and operational capacities of APLA.

In Nov.2022, APLA signed a Memorandum of Understanding with the **International Cooperation Agency of the Association of Netherlands Municipalities (VNGi)** targeting to express mutual intentions for a collaborative partnership in areas related to APLA's mandate and VNGi's projected objectives. The MoU is intended as a broad vehicle to promote programmatic interaction in the form of joint collaboration between the parties, as well as joint development of projects that are aligned with the respective missions of the parties and with benefit to both associations.

Project background:

Sustainable Development through Improved Local Governance (SDLG) program, funded by the Netherlands Ministry of Foreign Affairs and implemented by VNG International, focuses on increasing legitimacy and stability in marginalized communities in rural Palestine, in the upcoming 5 years (2022-2026). By focusing on local governance, VNG International aims to strengthen Palestine's sovereignty and control over its territories, in Area A, B and C.

The main challenge facing Palestinian cities and communities lies in the political, spatial, and administrative divisions in the West Bank. The division of the West Bank into Areas A, B, and C, led to the emergence of the phenomenon of land fragmentation, scattering and scarcity. This resulted in a lack of established integrated service networks across local governments and insufficient representation of communities in marginalized areas by their local governments.

Project main objective:

Local Authorities in marginalized communities in rural Palestine are increasingly legitimate and stable.

Outcomes of the project:

- Palestinian LAs act more accountable, responsive and inclusive to resident's needs.
- Palestinian LAs act in a more inclusive, sustainable and prepared manner on the basis of strategic and spatial plans.
- Palestinian stakeholders provide an enabling environment to the developing Village Councils.
- Palestinian government actors are aware of the evidence base to enhance resilience of communities in Area C.





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One of SDLG aims is to improve the effectiveness and efficiency of local authorities in Area C, who need to deal with limited funding and personnel capacity. The project is currently targeting a cluster of 8 communities in the West of Ramallah and El-Bireh Governorate, namely; Shuqba, Qibya, Shabtin, Budrus, Deir Qaddis, Ni'lin, Kharbatha Bani Harith, and Al Midya.

Context for ToR:

Area C is fundamental for the viability of Palestine and its economy, as it spans 61% of the West Bank's territory. Around 300,000 Palestinians live in area C, all of whom face territorial and administrative fragmentation and financial restrictions. In addition, the other 2.6 million Palestinians live in Area A and B depend on Area C for their own movement and that of goods, as well as for the usage of natural resources, which all remain limited due to a complex set of restrictive policies and enforcement practices of Israeli authorities.

To this end, VNGi & APLA are keen to hire an individual local finance expert/trainer to deliver a training workshop for mayors and staff of West Ramallah and Al Bireh local authorities LAs (Village councils and Municipality) and other LAs on how to optimize the available revenue sources, and how to activate the inactive ones (revenue generation guidelines), to help in improving the capacity of LAs to effectively deliver public services.

2. Main Objective of the assignment:

Presenting and discussing strategies on how to optimize the available revenue sources by the West Ramallah Cluster's LAs members and staff and other participants, and how to activate the inactive ones (revenue generation guidelines), to help in improving the capacity of LAs to effectively deliver public services, notably social services, and to take measures to promote inclusive and sustainable growth for citizens' services.

3. Specific outputs of the assignment

a. Introduction:

Introducing to the participants a summary of the local government law, especially Village Councils context in Palestine.

b. Enhancing Knowledge and Understanding:

Providing basic knowledge and concepts related to the domain of local government, and effective practices in financial management that maximize revenue sources and value, through optimal utilization of all legislated and non-legislated sources of revenue. Revenue maximization possibilities in accordance with the provisions of Article (15/C) of Local Authorities Law No. (1) of 1997 and its amendments, providing the necessary means of organizing them.

c. Developing Practical Skills:

Introducing the public procurement law and providing the participants with practical skills and techniques necessary for local authorities' staff to carry out their tasks efficiently and effectively, by introducing related financial policies, procedures, and manuals, taking into account the computerization of records.

d. Foresight revenues:

Revenues collected by the central government, Revenues collected directly by the local authority, Revenues that may be collected by contractors or undertakers and comparison between them.

e. Enhancing leadership capabilities:

Developing the leadership skills of the participants of local authorities to achieve change and innovation in the field of maximizing local authorities' revenues and maximizing collection tools.

f. Promoting strategic thinking:

Enabling participants to develop strategic planning capabilities and in-advance thinking to achieve the "sustainable local authority", and to maximize collection and revenues in the long term through qualitative services.





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- g. Promoting transparent governance and community participation:
Providing the necessary knowledge and tools to enhance transparent governance and community participation in decision-making and implementation of financial policies.
- h. Enhancing cooperation and partnership:
Enhancing understanding of the importance of cooperation and partnership with local community and other parties to achieve sustainable development and improve services provided to citizens.
- i. Governance in revenues:
Adherence to the definition of the World Bank as “the process of collecting local revenues and managing them in a transparent and accountable manner to meet the service needs of citizens”.
- j. Joint Services Councils/Committees:
Like the benefits of establishing a building licensing and organization committee, partnership with the private sector.

4. Activities to be performed:

Under the supervision and directions of VNGi & APLA teams, and in realization of the aim of the workshop, the local expert / trainer shall perform the following activities:

1. Design a training material and approach, approved by VNGi & APLA.
2. Design a pre / post skills and knowledge tests, approved by VNGi & APLA.
3. Holding and leading the workshop.
3. Reporting to VNGi & APLA on the workshop, including assessment and recommendations.

5. Language:

All deliverables should be in Arabic language.

6. Timeframe

The duration for the assignment is 17 calendar days, starting from 22nd Aug. 2023 until 7th Sep. 2023.

7. Deliverables

Task No.	Task Description	Deliverables	Due Date
Task One	The training workshop materials including the agreed upon pre / post skills and knowledge test and its results sheet.	Training material including pre / post skills and knowledge test and its results sheet, in Arabic. All in-advance approved by VNGi & APLA teams.	22 nd Aug. 2023
Task Two	Two days / 10 hours training workshop.	Training workshop in Arabic.	26 th Aug. & 2 nd Sep. 2023
Task Three	Reporting to VNGi & APLA on the workshop using a well-structured and easy to use document including assessment of participants' capabilities, and a set of practical and effective steps/procedures and strategies to follow.	Close up report in Arabic, using a well-structured and easy to use document including assessment of participants' capabilities, and a set of practical and effective steps/procedures and strategies to follow.	7 th Sep. 2023

8. Level of Effort (LOE):





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Task	LOE (Working Days WD)
Task1	1
Task2	2
Task3	1
TOTAL (WDs)	4

9. Qualifications of the Expert / Trainer:

The Expert/trainer should have the following minimum requirements:

- Possess master's degree in finance, accounting, local economic development, public administration, or any other related field. PhD is preferred. Knowledge in local government/governance is an asset.
- (10) years' experience in public and local finance, revenue sources management in local authorities, MoLG's financial policies, processes, procedures, and manuals.
- Knowledge in public procurement law.
- Have similar previous assignments and working with Palestinian governments, local government sector, donors, civil societies. Submit materials of previous similar training(s).
- Deep understanding of the financial, tax and accounting legislations and regulations in force in Palestine.
- Extensive knowledge of revenue regulation tools such as taxes, fees, royalties, and other sources.
- Knowledge in regional and international standards and best practices in organizing revenues for local authorities.
- Experience and knowledge in local government sector, especially in analyzing and evaluating the existing local authorities' revenue regulations and to recommend for improvement.
- Familiarity with techniques for organizational design, process improvement, technology assimilation and process modelling.
- Good knowledge of the Palestinian socio-political and cultural context.

Skills:

- Analytical and management, as well as mediating and consensus building.
- Planning and organizing of training programs and provide advice to LAs.
- Presentation and facilitations.
- Communication / interpersonal.
- Writing and reporting.
- Time management.

10. Other Terms / Conditions (Please, Read Carefully)

- The duration for the assignment is 17 calendar days, starting from 22nd Aug. 2023 until 7th Sep. 2023.
NB: Due to the unique situation of the targeted LAs, the training workshop will take place only on Saturdays only.
- The outputs of the assignment will be considered "deliverables" upon the approval of VNGi and APLA
- Remuneration: The Expert/trainer will be remunerated due to the Level of Effort (LOE) that depends on the required Working Days (WDs) and according to the input justified by the time sheet given the total time/effort. Input does not exceed the total specified LOE in this ToR, and a filled payment request reflecting the timesheet.





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- The allocated Level of Effort for the aforementioned tasks of the requested assignment is (4 Working Days). National official holidays and vacation, and days of illness are not considered as working days.
- The local expert/trainer will submit her/his time sheet and invoice using the VNGi templates and formats.
- One cost item is requested to be filled, the expert/trainer shall fill the price per LOE (Working Days), and the total price for the whole WDs of the assignment.
- Filled price offer should be in Euro currency (Euro).
- There will be NO extra compensation for any extra efforts than the demanded ones.
- The Expert/trainer should submit Annex 2 of this document (filled and signed) with the bidding documents.
- Place of the assignment: West Bank, State of Palestine.
- Individual Income Tax for Experts: It is the Expert/trainer's sole responsibility to pay all taxes, the gross amount shall be subject to any further deductions according to Palestinian Law and the Expert/trainer hereby irrevocably authorizes VNGi to deduct any such taxes and remit same to the relevant authorities.

11. Resources (background information)

- Program's proposal
- Background information on the target area (Data sheet and contact details)
- The completed in-depth assessment.





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ANNEX 2: FINANCIAL OFFER

“Please note to fill the unit price, total price and total in words for each requested item”:

Description/ Activity	Unit	Quantity	Unit Price In EURO (Per WD)	Total Price in EURO (for all WDs)
1- Efforts of services of an Individual Expert/trainer to lead a workshop on Revenue Thought and Services Delivery in LGUs Contributes to Revenue Increase.	WD	4		
Total amount in letters for item (1):				
GRAND TOTAL (EURO) in Numbers			
GRAND TOTAL (EURO) in Words			

Signature of the Vendor

Date: / /2023.

