

Submission of Proposals: Application Form

Please read carefully the "Guidelines for the Submission of Proposals" which outline the modalities for application and the criteria for the selection of proposals spelled out in the Cities Alliance Charter. Please ensure that all necessary supporting documentation is attached to this form. Additional information may also be enclosed, **but total submission should not exceed 12 pages.**

DATE: March 15, 2010

1. TITLE of PROPOSAL:

Cities as Guarantors of Stability: Scaling-Up of Strategic Development and Investment Planning (SDIP) in the Palestinian Territories

2. PROPOSAL SUBMITTED BY¹:

Name and Title: Dr. Tawfiq Al-Bodairi, Deputy Assistant Minister (Secretary of State) for Planning and Engineering Affairs

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3. CITIES ALLIANCE MEMBER(S) SPONSORING THE APPLICATION:

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4. RECIPIENT ORGANISATION: – organization that will receive and execute the grant:

Task Manager Name & Title: Christiane Einfeldt, Team Leader of Local Governance Program

Organization: German Technical Cooperation-GTZ

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Contact Person/Title: Christiane Einfeldt, Team Leader of Local Governance Program

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¹ Country-specific proposals typically originate from local authorities, but must be sponsored by at least one member of the Cities Alliance (see [Cities Alliance Charter](#), Section D.14).

5. **OTHER IMPLEMENTING PARTIES (if any):**

Task Manager Name & Title: Dr. Tawfiq Al-Bodairi, Deputy Assistant Minister (Secretary of State) for Planning and Engineering Affairs

Organization: Ministry of Local Government

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Contact Person/Title: Ohood Enaia, Director of Urban Planning Directorate

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INFORMATION ON PROPOSED PROJECT:

6. Type of project (*check one*):

City Development Strategy Slum Upgrading__ Both__

7. Geographic scope of project (*specify*):

City: _____
Country: **West Bank and Gaza (country-wide approach)**
Global/Regional/Multi-country: _____

8. Expected duration: **Mai 2010 – January 2012 (20 months)**

BUDGET SUMMARY:

9. Amount of total budget requested from Cities Alliance funding: **410,800 US Dollars**

10. Co-financing amount of total budget, including local partners: **289,700 US Dollars** (from GTZ and MoLG)

11. Total project budget cost: **700,500 US Dollars**

DESCRIPTION OF PROPOSED PROJECT:

12. Background – Issues to be Addressed and Scope of Project

Context: The Palestinian Territories² have been witnessing major social, economic, and environmental challenges in addition to the constraints imposed by the political context. Increased urbanization levels, high unemployment rates, limited control over natural resources and land as well as severe transport and movement restrictions impact on the daily lives of Palestinians. Most of these challenges are faced at the local level, thus, making local government units (LGUs) key actors to address these issues/challenges since they are the closest to the population and directly accountable to their citizens.

The Palestinian Authority (PA), since its establishment, has realized that meeting those challenges requires empowered LGUs and good governance system at the local level. It also requires joint effort and an integrated approach where the national government and key stakeholders at the local level, civil society and the private sector work towards shared goals. Therefore, and within the framework of its vision of developing a decentralized, democratic, and viable local government sector, the PA has initiated and led many reform initiatives. Efforts have been and are being targeted at developing modern governance policies and legislation that would empower and provide Palestinian LGUs with those instruments, powers, and resources to help them meet the new as well as existing challenges.

One of the major initiatives is the reform of the local planning system. Current local planning legislation deals with issues related to physical planning but it does not address matters relating to socio-economic, environmental, and governance issues. Legislation, which deals with modern planning concepts such as strategic and development planning that tackles crucial socio-economic and environmental matters while taking into account available resources and capacities was absent. Therefore, the Directorate of Urban Planning at the Ministry of Local Government (MOLG) – together with the Ministry of Planning (MOP), the Municipal Development and Lending Fund (MDLF), and other key stakeholders – has been working to develop a modern planning system and legislation for the local level. As a result of the efforts, a Policy Note³ referred to as “Strategic Development and Investment Planning for Palestinian Cities and Towns” or “SDIP⁴” has been developed and adopted as a new Policy that sets the standards for preparing and implementing Strategic Plans for Palestinian Cities and Towns⁵. In addition, a manual to assist cities and towns on how to prepare, implement, and update SDIPs has been prepared and tested in four municipalities and one Joint Service Council. In medium-term, it is expected that SDIPs become the basis for any investments on the municipal level, which are currently scattered, random and in many cases not based on solid local planning.

² West Bank and Gaza Strip

³ Please refer to annex 1 for details.

⁴ The SDIP is a participatory development planning process and instrument that intends to steer local development using an integrated, multi-themed and multi-stakeholder approach. It is a tool for the setting of development objectives and priorities and tackling issues critical to local communities in a participatory and integrated manner where all community stakeholders are involved.

⁵ The SDIP Policy Note has been officially launched by the Prime Minister, the Minister of Local Government, and the Minister of Planning in a huge ceremony attended by almost all Palestinian Mayors and wide participation of civil society and major development agencies in the country. The event took place in Ramallah Cultural Palace on the 29th of September, 2009.

However, first steps have already been taken in order to ensure consistent financing of municipal investment priorities, based on SDIPs. The MOLG has been mobilizing development partners to harmonize efforts, share resources, and support the SDIP concept. The Municipal Development and Lending Fund (MDLF), a Palestinian financing institution for local governments, is a key partner in the successful scaling-up of the SDIP approach. The MDLF links the financing to local governments to an incentive mechanism, where the SDIP is one of the performance criteria for local governments. Moreover, it provides investment funds for municipal priorities identified within the SDIPs (over the next three years, a funding volume of around 80 Mio US\$ is expected, 40 Mio US\$ are already secured for the first cycle/18 months). The MDLF will also provide support to local governments for the preparation of SDIPs through the Municipal Development Program (MDP)⁶. Funding for the preparation of SDIPs in 66 municipalities (out of 132 municipalities, of which 4 already have SDIPs) until the end of 2012 is already secured.

The proposed cooperation project is essential in order to link the locally prepared SDIPs (financed by MDP) to a systematic support structure at the national level, e.g. through an enhanced policy framework, improved guidance from national level (to ensure better coherence on regional and national level), institutionalized qualification programs as well as regular outreach and knowledge sharing activities.

Significance and relevance: Despite all the challenges arising in times of political and economic crisis, local governments have proven to be very resilient and viable institutions. Providing social and political integration options in a difficult context, they were able to keep a minimum of public order and 'rule of law' in the sense of transparent and comprehensible administrative action and governance. It is at the level of local governments where trust in public authorities – and ultimately in a future Palestinian state – is built.

Promoting local self-government and trust building between citizens and their local authorities are key aims of a participatory planning process, and highly important in a difficult external context. Introducing the SDIP as a concept and approach is an essential step towards supporting local governments in improving the socio-economic, environmental, and governance conditions for Palestinian citizens.

The preparation of the SDIP concept and approach drew on a former project supported by the Cities Alliance, namely, the Cities Development Strategy of Ramallah, Al-Bireh, and Beitunia. The SDIP working group⁷ has assessed carefully the Cities Alliance supported project and other similar projects⁸ and drew lessons learned from these experiences. Based on that, the working group has developed the SDIP as a localized strategic planning approach that would be applicable in the Palestinian context and takes into consideration the given social, political, environmental and institutional factors.

The proposed project is fully coherent with the Cities Alliance main objective of promoting long-term systemic changes required for sustainable economic growth and poverty reduction in countries of transition. Scaling-up the SDIP-approach would be a strong mechanism to contribute to the achievement of these goals in Palestine. SDIPs promote a partnership between municipalities, the local community and the private sector, they provide a strategy to ensure sustainable municipal growth and thus finally contribute to enhance the living conditions of citizens and reduce poverty.

Major constraints to be addressed by the proposed project: Although strategic development planning approaches have already been practiced by a number of municipalities, a broader and more consistent application is still being hampered by a number of constraints and limitations. Though financing for 66 municipal SDIPs is already secured, some important questions beyond the level of individual municipalities still need to be addressed:

- The linkage between the locally prepared SDIP and the national planning processes (e.g. Palestinian Reform and Development Plan, PRDP) as well as the currently developed physical planning framework is still weak. The priorities identified by the SDIP need to be reflected in the PRDP as only those projects will have national priority and support from other sector ministries (e.g. approval regarding school construction and operation needs to be obtained by the Ministry of Education).
- Institutional and professional capacities of the ministries responsible for supervising planning activities at local government level are still limited. They are particularly insufficient with regard to guiding and supporting the broad scaling-up of strategic development planning as a new planning approach. This holds true for ministerial staff at national level, but even more for staff at the ministries' regional directorates (Governorate office) who would have a key role both in providing advice and assistance to LGUs and in supervising quality and consistency of planning approaches.

⁶ The MDP is a multi-donor program to be managed and implemented by the MDLF. Through the MDP, the World Bank, AfD, Denmark, Sweden and Germany (KfW, GTZ) agreed to harmonize their support for municipal development in Palestine over the coming years, beginning in late 2009.

⁷ Chaired by MOLG and comprised of representatives of MOP, MDLF, selected municipalities and other stakeholders.

⁸ Following the municipal elections of 2005, a number of planning approaches (often called strategic development plans) have been developed and used by different LGUs and donor-funded projects- one of which is the Cities Development Strategy (CDS). The SDIP working group - led by the MOLG- has assessed the different approaches and developed a standardized strategic planning approach for Palestinian cities and towns.

- While many municipal management and technical staff as well as private sector planners have already accumulated some practical experience in strategic development planning, it still remains a major challenge for a broader roll-out of the SDIP concept to build appropriate planning capacities of LGU staff, as well as of consultants and training institutions for providing training and technical assistance to municipalities in preparing and regularly updating their SDIPs.
- Finally, knowledge exchange mechanisms as well as outreach and awareness raising on a broader level will need to be strengthened in order to successfully scale-up the SDIP approach.

13. Objectives

The core objective of this joint project is to scale-up SDIP as a localized strategic planning approach in the Palestinian Territories and, thus, improve the economic, social and environmental conditions in Palestinian cities and towns. In particular the project aims to:

- A. Enhance the regulatory and policy framework for linking the SDIP to national planning processes;
- B. Strengthen the institutional framework for guiding, supporting and monitoring SDIP preparation and implementation by LGUs and local communities' stakeholders;
- C. Develop an appropriate system for improving the capacities of LGUs' officials and staff in initiating, managing, and updating SDIPs, as well as, the capacities of local service providers/consultants providing training and technical assistance to LGUs in SDIP preparation and follow-up/implementation (e.g. assistance in how to organize regular monitoring, how to mobilize community and other alternative investments) ; and
- D. Raise awareness and mobilize Palestinian civil society and private sector to contribute effectively to local development processes and to learn from and share knowledge between local governments and with other countries using CDS approaches.

14. Methodology and Sequencing of Activities

The methodology and sequencing of activities for achieving the above specific objectives can be summarized as follows:

A. Enhance the Regulatory and Policy Framework

This component aims to anchor SDIPs within the national planning processes. This entails developing relevant policies and regulations in linking the local planning to the national planning process (PRDP) as well as the currently developed physical planning framework. It also entails clarifying the roles of key stakeholders and defining concrete work procedures, e.g. regarding the roles of the Ministry of Planning and Ministry of Finance.

The main activities are:

1. Initiate a dialogue process on the roles of relevant national government institution (e.g. MOP and MOF) in supporting SDIPs and linking it to national planning processes i.e. the PRDP;
2. Develop a policy to link SDIP to national planning as well as to clarify roles and responsibilities of sector ministries and institutions;
3. Develop a guideline how to link the SDIP to the physical planning framework and implementation recommendations;
4. Identify additional relevant legislations/policies to be updated/modified; and initiate follow-up process.

B. Developing the Institutional Framework

This component aims to develop an institutional system for guiding, supporting and monitoring SDIP preparation and implementation by LGUs. This entails enhancing the capacities of additional MOLG staff and setting-up focal points at the MOLG central as well as at the regional level (at selected MOLG Directorates e.g. North, South, and Gaza). It further includes developing operational procedures and working aids.

The main activities are:

1. Establish an SDIP focal point at the MOLG Planning Department (central level) and regional focal points at selected regional directorates (one each in North of WB, South of WB, and Gaza), utilizing available resources at MOLG and develop appropriate working procedures and processes;
2. Improve capacities of staff of MOLG and its selected Directorates in providing guidance and support to local governments.

C. Developing LGU and Service Providers/Local Consultants' Capacities

This component aims to develop an institutionalized system for improving the capacities of LGUs' officials and staff in initiating, managing, and updating SDIPs as well as the capacities of local service providers/consultants providing training and technical assistance to LGUs in SDIP preparation and implementation. This includes

setting up an efficient training program and developing relevant curricula and training materials for LGU officials and staff (mayors and councilors, SDIP coordinators, and others). It also includes setting up a system and criteria to qualify service providers in SDIP related work which entails setting up a program and developing training materials for those providers who would like to work in the field of Strategic Development Planning.

The LGU capacity development program shall be initiated in cooperation with and institutionalized within the MOLG - Local Government Training Center. The service providers'/consultants' qualification system and criteria will be developed and institutionalized within the MOLG – SDIP Unit (in cooperation with the MDLF) while the training program shall be initiated in cooperation with a professional institution (e.g. Engineers/Planners Association).

The main activities are:

1. Developing and implementing LGU capacity development program:
 - 1.1. Developing program concept including detailed identification of topics where additional skills have to be built within municipalities (e.g. community mobilization and involvement, moderation skills etc.);
 - 1.2. Developing relevant curricula and training materials;
 - 1.3. Preparing and implementing a TOT training program or certifying qualified trainers/institutes in certain packages;
 - 1.4. Implementing the training for the different target groups of LGUs' officials and staff; and
 - 1.5. Evaluating and assessing the program.
2. Developing and implementing qualification of service providers'/consultants' capacity development program
 - 1.1. Developing the program concept including detailed identification of topics where qualifications are required (This might include a survey of available expertise and qualifications in those fields);
 - 1.2. Developing curricula, training materials, and qualification criteria and system;
 - 1.3. Implementing the program and qualifying selected local service providers/consultants; and
 - 1.4. Evaluating and assessing the program.

D. Sharing Knowledge and Raising Awareness

This component aims to promote and share knowledge between local governments and with other countries using CDS approaches. It also aims to raise awareness and mobilize Palestinian civil society and private sector to contribute effectively to the local development processes. This will include setting up an appropriate mechanism and instruments to reach out and raise the awareness of the public and key actors at the local level (civil society and private sector) as well as for sharing knowledge and experiences among LGUs and between Palestinian cities and other countries.

The main activities are:

1. Promoting knowledge and experience exchange among LGUs (possibly in cooperation with the Association of Palestinian Local Authorities APLA); and
2. Sharing knowledge with other countries using CDS approaches (e.g. through the Arab Urban Development Institute) and participating actively in selected key regional and international events in order to use lessons learnt and innovations to constantly improve the SDIP approach.
3. Setting up an appropriate mechanism and instruments to reach out and raise the awareness of the public and key actors at the local level (civil society and private sector).

15. Deliverables

For the activity components outlined under item 14 above, the following main outputs and deliverables will be produced:

Component	Outputs/Deliverables
A. Enhancing the Regulatory Framework	<ol style="list-style-type: none"> 1. Policy document clarifying the linkage of SDIP to national planning processes as well as the roles and responsibilities of relevant governmental institutions. 2. Guideline on linking the SDIP with the new physical planning framework.

B. Developing the Institutional framework	1. SDIP support units at MOLG central and selected regional levels equipped with appropriate working procedures and trained/qualified staff.
C. Developing LGUs and Service Providers Capacity	1. Training and capacity building program for LGUs staff and officials (including necessary training materials and curricula). 2. Qualification system and capacity building program for local service providers.
D. Sharing Knowledge and Raising Awareness	1. Various knowledge sharing activities. 2. Awareness-raising and out-reach program

16. Expected Outcomes and Related Monitoring Indicators and Plans

Project monitoring will be conducted in accordance to the results-based approach as recommended by OECD-DAC that is envisaged to be also applied for monitoring the impacts of municipal development investments under the MDP grant allocation system.

Against this background, the proposed project is expected to have the following main **outcomes** (with a time horizon of 2-5 years):

At the Overall Objective Level:

Outcomes	Indicators & Monitoring Resp.
1. Improved governance and decision-making processes at the local level; 2. Improved responsiveness to priority community needs at the local level;	Indicators: 1. By 2013, at least 60% of LGUs' citizens (that prepared SDIPs) indicate satisfaction of LGUs decision making processes and improved responsiveness to the community priority needs (Satisfaction Survey) ⁹ . Monitoring Responsibility: Working group (Will be transformed to the MOLG/SDIP Unit upon establishment)

At the Components' (Specific Objectives) Level:

Component	Outcomes	Indicators & Monitoring Resp.
A. Enhancing the Regulatory Framework	1. Better integration and complementary of local, regional, and national plans;	Indicators: ➤ As of 2012, the Palestinian Reform & Development Plan (PRDP) is considering SDIP as a key source/input for the prioritization of investments on the local level Monitoring Responsibility: Working group (Later on the MOLG/SDIP Unit)
B. Developing the Institutional Framework	1. Improved institutional system at the national level to promote and support SDIP processes at the local level;	Indicators: ➤ By end of 2011, at least 60% of LGUs (that prepared SDIPs) indicate that they receive adequate support and quality service from the MOLG (Comparative Analysis) Monitoring Responsibility: Working group (Later on the MOLG/SDIP Unit)

⁹ The timeframe given is related to the timeframe of customer and citizen satisfaction surveys that are conducted by the MDLF in the framework of the MDP (for reasons of efficiency, there should be no duplication of surveys).

<p>C. Developing LGUs and Service Providers'/Consultants' Capacity</p>	<ol style="list-style-type: none"> 1. Improved capacities of LGUs officials to initiate, manage, and monitor participatory planning processes 2. Improved quality of SDIPs with a stronger emphasis on promoting local economic development and improving social services (as compared to the present focus on infrastructure investments); 3. Broader base for LGUs to access local technical assistance and support; 	<p>Indicators:</p> <ul style="list-style-type: none"> ➤ By end 2011, 60% of the SDIPs prepared meet minimum quality criteria (prepared by the working group) ➤ By end 2011, at least 20 service providers/consultants are certified to provide technical assistance to LGUs in preparing and implementing SDIPs <p>Monitoring Responsibility: Working group (Later on the MOLG/SDIP Unit)</p>
<p>D. Sharing Knowledge and Raising Awareness</p>	<ol style="list-style-type: none"> 1. Improved instruments for knowledge and experience sharing among LGUs 2. Better involvement of the civil society and private sector in the local development processes; 	<p>Indicators:</p> <ul style="list-style-type: none"> ➤ By end 2011, at least 4 municipal learning days on SDIP experiences have been conducted and results and recommendations are disseminated ➤ By end 2011, at least 6 agreements in different LGUs are signed either with civil society or private sector as an outcome of SDIP processes <p>Monitoring Responsibility: Working group (Later on the MOLG/SDIP Unit)</p>

17. Sources of Investment to implement the Project

a) Municipal Development Program (MDP)

The Municipal Development Program (MDP) is a multi-donor program to be managed and implemented by the MDLF. Through the MDP, the World Bank, AfD, Denmark, Sweden and Germany (KfW and GTZ) agreed to harmonize their support for municipal development in Palestine over the coming years, beginning in late 2009. Moreover, the Palestinian Authority agreed to contribute a share of 10% of the total funds of the MDP.

Municipalities will be required to prepare and regularly update SDIPs as one of the key performance criteria under the MDP "Grant Allocation Mechanism". Based on compliance with these performance criteria, municipalities will be ranked and receive respective performance-based funding allocations for municipal investments in infrastructure and services through the multi-donor funded "Municipal Development Project – MDP" with an expected total funding volume for the first three-year phase of around 80 million USD (40 million already committed by funding partners in MDP first cycle/18 months). In addition, applications for MDP funding are expected to be based on investment priorities identified by municipal SDIPs in future and will be assessed accordingly.

The proposed project is designed to complement the MDP and further foster and enhance this systemic approach to local government funding. It has been coordinated with all relevant stakeholders.

b) Medium-term investment planning of PA

Moreover, investment priorities identified by SDIPs are expected to provide a basic input to the formulation of Medium-Term Investment Plans of the PA that provides the framework for both sector allocations and channeling of funds to local governments from the PA budget that largely depends on international donor support.

c) Local resources

In addition to central government and donor funding, it is expected that local SDIPs will also mobilize local contributions and resources, both from the private business sector and civil society initiatives. However, these contributions are difficult to assess ex-ante, and will have to be monitored in the process of project implementation and follow-up.

18. Partnerships

The proposed project will be implemented in a partnership of MOLG, Ministry of Planning (MOP), MDLF and selected municipalities, and will be supported by GTZ-LGP and other development partners.

This partnership should be spelled out in a joint Memorandum of Understanding between the partners of the envisaged Working Group that will detail the roles and responsibilities of the partners and the agreed upon working and coordination procedures.

In more detail, each of project partners will assume the following roles and responsibilities in the project implementation:

Partner	Role	Responsibilities
MOLG	<ul style="list-style-type: none"> ➤ Lead Partner ➤ Chair of the Working group 	<ul style="list-style-type: none"> ➤ Compose and lead the working group and coordinate its work; ➤ Facilitate the project implementation by providing necessary political support, back-stopping, and approvals; ➤ Facilitate and coordinate project implementation and organize with all partners and stakeholders; and ➤ Designate necessary staff and resources required for the project implementation
MOP	<ul style="list-style-type: none"> ➤ Key Partner ➤ Member of the Working group 	<ul style="list-style-type: none"> ➤ Provide necessary political and technical support and assume key responsibility in project implementation; ➤ Use project outputs to modify/upgrade relevant planning regulations and systems; ➤ Designate necessary staff and resources required for the project implementation.
MDLF	<ul style="list-style-type: none"> ➤ Key Partner ➤ Member of the Working group ➤ Financing of the implementation of 66 SDIPs until the end of 2012 through the MDP 	<ul style="list-style-type: none"> ➤ Harmonize and link the financial and technical assistance to the SDIPs as per the project recommendations; ➤ Reflect necessary modifications/updates to the MDLF Grant Allocation System; ➤ Through the MDP, ensure coherence of municipal project applications with priorities identified by their SDIPs; ➤ As a key partner and member of the SDIP working group, ensure coherence between the financial and technical assistance provided to municipalities and the planning and recommendations of the working group.
Selected Municipalities	<ul style="list-style-type: none"> ➤ Key Partners ➤ Members of the Working group (esp. with pilot SDIP experience) 	<ul style="list-style-type: none"> ➤ Provide inputs and feed-back to further project conceptualization and implementation from the perspective of local governments.
GTZ-LGP	<ul style="list-style-type: none"> ➤ Co-lead Partner ➤ Project implementing agency 	<ul style="list-style-type: none"> ➤ Provide technical assistance and support MOLG in project management and administration; ➤ Communicate with the Cities Alliance and prepare regular technical and financial reporting.
Other Partners (donors, etc)	<ul style="list-style-type: none"> ➤ Partners 	<ul style="list-style-type: none"> ➤ Participate in the project activities; ➤ Provide technical and financial support as per agreements (especially through their contributions to MDP); ➤ Harmonize the efforts and resources as per the project objectives.

19. Government Commitment and Approval

As underlined and illustrated by the SDIP Policy Note, the PA is strongly committed to introduce a more rational, transparent and equitable system of local development planning and funding that is responsive to community needs and priorities, and based on broad stakeholder consultation and participation.

For further details, see the Policy Note attached to this proposal (Annex 1).

IMPLEMENTATION AND FINANCING PLANS:

20. Implementation Arrangements

The proposed project will be implemented in a partnership of MOLG, MOP, MDLF and a number of municipalities, and will be supported by GTZ-LGP and other development partners. For this purpose, an inter-institutional working group will be established and will have the overall coordination and supervision of the implementation of the proposed project. In particular, it will have the following and responsibilities:

- Managing and supervising the project activities and guiding its progress;
- Selecting and hiring consultants and experts as required to support the implementation of the project;
- Discussing and approving the different outputs (where necessary, discussing technical matters);
- Initiating and facilitating discussions with key stakeholders (Government and development partners);
- Organizing agreements and supervising their implementation; and
- Setting-up the monitoring and evaluation system and monitor the achievement of the objectives and indicators.

21. Project Schedule and Delivery Targets

The planned schedule for project implementation and deliverables is attached in Annex 3.

22. Financing Plan

See Annex 4.

23. Expected Currency of Expenditures

The major part of expenditure will be in New Israeli Shekels (NIS), part of the consultancy services will be paid in USD.

All cost calculations are based on the present exchange rate 1 USD = 3.8 NIS= 0.7 EUR (February 2010).

24. Co-financing Arrangements

Co-financing Source	Description of Co-Financing
1. GTZ-LGP	Cash contribution to costs for consultancy services, training, dissemination and equipment
2. MoLG	In kind contribution for secondment of staff, provision of office space and meeting venues, etc.

All co-financing is confirmed.

25. Costing Assumptions

All expenditures are calculated based on standard fee rates for consultancy services and training in the Palestinian Territories.

26. Annexes

1. SDIP Policy Note
2. MOU of the MDP and Additional Program Information
3. Project Schedule and Delivery Targets
4. Detailed Financing Plan