

MENU OF TECHNICAL ASSISTANCE PACKAGES

USAID/West Bank and Gaza Communities Thrive Project



Revised December 2017

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ACRONYMS AND ABBREVIATIONS

APLA	Association of Palestinian Local Authorities
C	Component
COA	Charts of Accounts
CRM	Customer Relations Management
CSC	Citizen Service Centers
CSO	Civil Society Organization
CPM	Citizen Participation Mechanisms
CTP	Communities Thrive Project
ERP	Enterprise Resource Planning
ET	Education Tax
FPPM	Financial Policies and Procedures Manual
GDPT	General Directorate of Property Tax
GIS	Geographic Information System
HR	Human Resources
IFMIS	Integrated Financial Management Information Systems
IR	Intermediate Result
LED	Local Economic Development
LGU	Local Government Unit
MAP	Municipal Action Plan
MDLF	Municipal Development and Lending Fund
MoF	Ministry of Finance and Planning
MoLG	Ministry of Local Government
MNE	Ministry of National Economy
MTAP	Menu of Technical Assistance Packages
MTIT	Ministry of Telecommunications and IT
O&M	Operations and Maintenance
PA	Palestinian Authority
PPP	Public-Private Partnership
PR	Public Relations
PT	Property Tax
RFA	Request for Applications
RIE	Randomized Impact Evaluation
RMIS	Revenue Management Information System
SA	Social Accountability
SDIP	Strategic Development Investment Plan
SOW	Scope of Work
SWM	Solid Waste Management
TFA	Technical Focus Area
THM	Town Hall Meeting
TOR	Terms of Reference
USAID	United States Agency for International Development
WBG	West Bank/Gaza
Y	Year
YLC	Youth Local Councils
YPM	Youth Participation Mechanisms

I INTRODUCTION

I.1 Background

The overall purpose of the USAID Communities Thrive Project (CTP) is to help establish improved municipal fiscal sustainability, accountability, and service delivery. Over a five-year span (2017-2021), CTP will support 55 municipalities in the West Bank to equip them to become sustainable. Alongside CTP, USAID is conducting a randomized impact evaluation (RIE) of the project's interventions. During its first year of implementation, CTP developed this menu of technical assistance packages (MTAP) based on the project's scope of work (SOW) and the baseline data collected on West Bank municipalities. The design of the menu of options responds both to contractual directives and the requirements of the impact evaluation. CTP contract SOW proposed that "programmatic interventions will be tailored around the specific needs of large, medium-sized and small LGUs,"¹ with CTP tasked with tailoring "assistance packages [for] each LGU... based on the needs of each LGU." The RIE design requested that each municipality receive "a menu of project options... and a budget based on a common decision rule." Within the allocated budget set by the decision rule for each municipality, the municipality "will then select a set of interventions that meets their priorities within the constraints of the allocated budget." Based on discussions with USAID, CTP developed a comprehensive menu of capacity strengthening options that is expected to address priority needs of the different Palestinian municipalities with varying capacities targeted by CTP.

All 55 municipalities will receive CTP technical assistance within the framework of the MTAP. The scope and size of the technical assistance to each municipality will be determined by the CTP decision rule, which determines the allocation of technical assistance budget.

Based on the MTAP framework and using a facilitated municipal prioritization process and the decision rule's budget allocation, CTP will provide each municipality with a tailored set of technical assistance packages. The specific set of technical assistance packages will include a mix of capacity-strengthening tools/methodologies and systems that reflect industry best practices.

I.2 Development of the Menu of Technical Assistance Packages

Conceptually, the MTAP was designed by the CTP technical team in advance of the municipal selection (between January and August 2017). The MTAP development was based on the RIE baseline data (received in May and June 2017) and other data, including data collected by the CTP team from other sector stakeholders and through municipal visits. Following the project's approved engagement with the municipalities (August 2017), CTP validated the menu through direct discussions with the selected 55 municipalities in the Municipal Action Planning (MAP) workshops, a seven workshop-series held in September and early October 2017. While the MTAP is based on rigorously collected data and technical expertise, this validation process was necessary to technically validate the demand for and importance of these interventions to CTP's 55 partner Municipalities and make any necessary changes to these options before finalizing them. The MAP workshops also established a community of practice between the 55 partner municipalities.

¹ Local Government Unit is usually defined as including municipalities and village councils. However, CTP is only targeting municipalities, thus the term LGUs will not be used in the remainder of the document.

1.3 Description of the Menu of Technical Assistance Packages

The MTAP is based on CTP’s project purpose to **improve municipal fiscal sustainability, accountability, and service delivery**, as outlined in the SOW, and is designed to contribute to the project’s four objectives:

1. Improved municipal revenue streams and fiscal management
2. Increased accountability and transparency of local governments
3. Enhanced delivery and management of municipal services and the effectiveness of local governments’ operations
4. Improved regulatory and policy framework for local governance.

This MTAP meets these objectives through 20 Technical Focus Areas (TFA), which reflect the contractually required activities across the four project components, as shown in **Table A**. We consider these 20 TFAs to be integral to achieving the project results: improved financial sustainability, municipal accountability, service delivery, and legal capacity.

Table A: Linkage between Project Results and Technical Focus Areas

Note: This table organizes the TFAs to fit with the CTP results framework. Since the MTAP organizes the TFAs based on the order of the contractually required activities, the MTAP order of TFAs is shown on the right side of each TFA listed below.

Project Objective	Technical Focus Areas (TFA)
1. Improved municipal revenue streams and fiscal management	<ol style="list-style-type: none"> 1. Improve collections for primary municipal services, and utilities (TFA 1.1) 2. Facilitate improved registration and collection of property taxes and education taxes (TFA 1.2) 3. Improve municipal fiscal management (TFA 1.3) 4. Improve financial systems (TFA 1.4) 5. Strengthen budgeting (TFA 1.5)
	<ol style="list-style-type: none"> 6. Facilitate revenue generation (TFA 1.6) 7. Develop Strategic Development and Investment Plans (SDIPs), and develop and institutionalize local economic development planning (TFA 1.7)
2. Increased accountability and transparency of local governments	<ol style="list-style-type: none"> 8. Institutionalize civic participation in municipal structures (TFA 2.1) 9. Increase civic participation (TFA 2.2) 10. Promote youth, women and people with disabilities participation (TFA 2.3) 11. Strengthen municipal accountability and transparency (TFA 2.4)
3. Enhanced delivery and management of municipal services and the effectiveness of local governments’ operations	<ol style="list-style-type: none"> 12. Review/update spatial planning (urban plan, land use plan, and GIS) (TFA 3.1) <p>Streamline and automate municipal core operational functions (including manuals and/or automated/integrated systems) for:</p> <ol style="list-style-type: none"> 13. Procurement procedures (as service and core function) (TFA 3.2) 14. Operations and maintenance procedures (O&M) (TFA 3.4) 15. HR – MIS (TFA 3.8)

Project Objective	Technical Focus Areas (TFA)
	Develop/strengthen and automate service delivery for: <ul style="list-style-type: none"> 16. Application for building permits and crafts and industries licenses (TFA 3.3) 17. Solid waste management (SWM) (TFA 3.5) 18. Utilities (water, electricity, and waste water, etc.) (TFA 3.6) 19. Citizen Service Centers (CSC) (TFA 3.7)
20. Improved regulatory and policy framework for local governance	20. Strengthen legal capacities of Municipalities (TFA 4.1)

NOTE: The MTAP does not include the provision of revenue-generating infrastructure, although at this stage of the project it does identify such infrastructure through the Strategic Development and Investment Planning (SDIP) process, and will facilitate studies on their feasibility. The CTP task order allows for a limited implementation of infrastructure in the program’s second stage. However, majority of the revenue-generating community infrastructure identified through CTP will be implemented through other mission mechanisms in the second phase. Therefore, CTP expects to review and update the MTAP for implementation in the second stage, which the SOW describes as focusing on “the revenue-generating community infrastructure interventions combined with additional fiscal sustainability, service improvement and local government operations, institutional and civic engagement interventions”.

1.4 Cross-cutting Strategic Approaches and Interventions

1.4.1 E-Municipality (Components 1, 2, and 3)

E-municipality improves or enhances the efficiency and effectiveness of service delivery to citizens through the use of information, communications, and technological tools. Thus, CTP plans to move some of the targeted 55 municipalities to e-municipality (where capacity, need, and commitment are evident). CTP will also provide system interventions for other municipalities in a way to ensure that these municipalities can be on track to move towards e-municipality. This means that any information system provided by CTP is not an impediment to an integrated platform being provided sometime in the future. CTP considers e-municipality to be a cross-cutting, strategic approach that requires close coordination so that the different systems provided under Components 1, 2, and 3 form a functional platform for effective municipal service delivery. This will be achieved by ensuring that any systems provided to municipalities are based on open architecture, which will enable all targeted municipalities to advance towards integration. Those more advanced municipalities with the full suite of integrated systems, will be moved to e-municipality, which will require specialized software (Enterprise Resource Planning), to ensure all systems (e.g., all modules covered under Components 1-3) can communicate through a common database platform.

In parallel to its municipality-level interventions, CTP will work with MoLG and other stakeholders (e.g., Municipal Development and Lending Fund - MDLF and Ministry of Telecommunications and IT - MTIT) to develop and finalize the MoLG e-municipality strategic framework to make sure that CTP’s approach is consistent with that of the MoLG.

1.4.2 Capacity-Building of Elected Councils and Municipal Staff (Components 1-4)

Capacity strengthening of elected councils and municipal staff will be a cross-cutting intervention across all the TFAs in the MTAP.

The MAP workshops underscored the importance of engaging and building the capacity of elected Municipal officials to ensure they better understand their roles and can work closely and cooperatively with their staff, particularly in cases where the mayors are new and relatively inexperienced in their roles. In addition, CTP will build the capacities of Municipal staff in core municipal functions (such as finance and procurement) as well as the delivery of services. The CTP capacity strengthening approach will be comprehensive, specialized, and tailored to the needs of the targeted Municipalities. The approach is dynamic, interactive and experiential, with training followed by long-term practical and holistic technical assistance (e.g., on-the-job training, mentoring, coaching, and field and exchange visits with other more experienced and mature municipalities inside and possibly outside the West Bank). As illustrated in the MTAP, capacity building is integrated as one of the planned interventions within the TFAs.

Communities of practice will be an important mechanism for peer-to-peer capacity-building, taking advantage of the significant and diverse experience and skillset of the council members and staff from the 55 municipalities. CTP will facilitate information exchange and sharing of learnings among partner municipalities on an ongoing basis. CTP will also support establishing Communities of Practice for applicable sub-groups of municipalities to discuss specific TFA interventions/reforms that are common between them, to facilitate benchmarking, peer-to-peer learning and to improve performance. Examples from international and regional good practice and local and regional study visits will also be shared depending on the specific TFA being implemented.

1.4.3 Local Economic Development (Components 1-4)

Local economic development (LED) is a cross-cutting intervention under Component 1 (TFA 1.6: facilitate revenue generation, and TFA 1.7: Develop Strategic Development and Investment Plans (SDIPs), and develop and institutionalize local economic development planning); Component 2 (TFA 2.3: Promote youth, women and people with disabilities participation); Component 3 (TFA 3.1: Review/update spatial planning (urban plan, land use plan, and GIS), TFA 3.3: Application for building permits and crafts and industries licenses, and TFA 3.7: Citizen Service Center); and Component 4 (TFA 4.1: Strengthen the legal capacities of municipalities).

Although this is located under CI in the SOW, interventions from each component provide essential support to municipalities in promoting and facilitating LED. For example, the LED technical assistance package includes developing strategic development and investment plans and developing and institutionalize local economic development planning, (TFA 1.7); developing the entrepreneurial/LED capacity of youth, women, and people with disabilities (PwDs) (TFA 2.3); streamlining service delivery to create an enabling environment for businesses and entrepreneurs to plan, mobilize resources, and invest in the local economy (TFAs 3.1, 3.3, and 3.7); and improving the regulatory framework to facilitate business investments (TFA 4.1).

In parallel to its municipality-level interventions, CTP will work with MoLG and other stakeholders (e.g., Ministry of National Economy - MNE) to introduce legal and regulatory reforms to enhance the enabling environment for private sector investment, including identifying and addressing any legal and regulatory obstacles.

1.4.4 Strategic Development and Investment Planning Process (Components 1, 2, and 3)

The strategic development and investment planning process is a cross-cutting intervention under Component 1 (TFA 1.7, Develop SDIPs, and develop and institutionalize local economic development planning, (TFA 1.6: Facilitate revenue generation), Component 2 (TFA 2.1: Institutionalize civic participation in municipal structures), and Component 3 (TFA 3.1.3 Conduct capacity building in planning).

Strategic planning is an important tool to identify and prioritize development and investment priorities with a social, economic, infrastructural, and governance focus, in a way that engages all relevant stakeholders and enables the municipalities to improve their services and become more fiscally disciplined. The priorities identified under the strategic development and investment plans (SDIP) should be fed into the municipal annual budget process to be funded, where feasible, as part of the budget development process conducted each year by municipalities. Thus, SDIP is a key tool for engaging citizens and municipalities in identifying needs, and institutionalizing this process into the municipal annual budget process. While the generally adopted SDIP has an economic section, it remains light and not comprehensive enough to adequately address the LED needs. Therefore, (through TFA 1.7) CTP will complement the generic SDIP by including the identification of local economic development opportunities and fully integrating them into the SDIP document that CTP will support. Where priorities are not funded, the community involved in the development of the SDIP should be clearly consulted to the reasons why the priorities remain unfunded. This will add to the credibility of the SDIP development process and build trust between citizens and the municipal government. SDIP committees will also be developed comprised of representatives from the municipality, community members, civil society organizations (CSO), and private sector, in accordance with the national manual for SDIP (through TFA 2.1). Thus, SDIP is a cross-cutting issue under Components 1, 2, and 3 and CTP will be supporting the SDIP process in the 55 municipalities (except in circumstances when other donors are already providing this support such as the case of Jericho), with a significant investment given its importance.

2 MENU OF TECHNICAL ASSISTANCE PACKAGES

The MTAP was developed in preparation for the municipal action planning process. CTP used the MTAP to determine a preliminary list of needs for each municipality, based on analyses of available data. These analyses were verified – and the interventions prioritized - by the municipality within consultation workshops (i.e. the MAP workshops). The resulting municipal priorities form the basis of a tailored roadmap that will guide the municipalities and CTP over the coming two years of technical assistance.² In line with the RIE, the budget allocation of assistance to the 55 municipalities will be based on the Decision Rule.³

2.1 Using the Menu of Technical Assistance Package in the MAP Process

The MAP process entailed:

² As noted above, the current MTAP contains the technical interventions to be evaluated by the first stage of project implementation as laid out in the SOW. When CTP enters the second stage (which includes infrastructure interventions), the MTAP will be reviewed and updated, as needed for the remaining period of CTP's life time.

³ We have proposed to USAID a decision rule for budget allocation to fund the proposed technical assistance packages for each of the 55 municipalities. The decision rule was developed to respond to the needs of the impact evaluation, which is in the project SOW. Within the impact evaluation, the decision rule is intended to “enhance the generalizability of results and lessons learned for other contexts.” (IE design) Based on the impact evaluation design, the decision rule will be a key defining factor for the technical assistance treatment offered to the 55 municipalities.

1. Initial assessment of municipal needs and priorities, using the USAID baseline data and direct, targeted assessment conducted by the CTP team to fill critical data gaps during the first visits to each municipality.
2. Drafting of the MAP internally, in advance of the MAP workshops, to enable CTP to scope out the interventions needed and to begin initial preparations for procurement and mobilization following the CTP-municipal agreement on the MAPs at the end of the MAP process.
3. Development of municipal action priorities in the MAP workshops. During these workshops, CTP worked with municipalities to validate the initial assessment and identify the potential interventions (under each TFA) that are priority for each municipality.
4. Finalize the MAP for the 55 municipalities based on further discussions, the CTP decision rule, and agreement with designated representatives of the targeted municipalities based on their expressed priorities, contribution to CTP's results, and available budget (being conducted in October-December 2017).⁴

2.2 Implementing the Menu of Technical Assistance Packages

All 55 municipalities will receive CTP technical assistance within the framework of the 20 TFAs. However, we recognize that each municipality will have a different set of priorities/complexity of demands and absorptive capacity. In addition, as noted above, the MTAP will be implemented within a set, pre-determined budget for each municipality, to be allocated according to a pre-approved decision rule, developed by CTP.

Therefore, the MTAP is designed to allow municipalities to select interventions under each of the 20 TFAs – within the allocated budget - that reflect their priority and capabilities, including adding additional interventions within the TFAs, if needed. Based on the results of the MAP workshops, we anticipate that the 20 TFAs will be packaged into targeted support that respond to specific needs of municipalities and cross cutting support to be offered to all 55 Municipalities.

CTP will use a range of technical assistance approaches to achieve project objectives. CTP's approach includes the following:

- Streamlining and re-engineering operational and service delivery functions: CTP will map-out and revise LGU core operational and service delivery functions to improve their effectiveness and efficiencies. This process includes the documentation of these processes, identifying bottlenecks and approaches to improve efficiencies and reduce costs, revising the processes, and development of manuals.
- Automation: Automation will be implemented based on the capacities and needs of targeted Municipalities, and will build on the streamlining and reengineering of municipal services and functions. Automation will include the provision of equipment as well as management information systems.
- Capacity-strengthening: As explained above, CTP's approach of capacity strengthening targets both municipal elected officials and municipal staff. In addition to training, CTP will use hands-on coaching, mentoring, experience exchange and communities of practice, and field, regional, and international visits. (See Section 1.4.2 for additional examples.) Capacity strengthening will focus on the core technical focus areas of Communities Thrive, and will be implemented in tandem with the streamlining and automation processes.

⁴ For instance, CTP is currently visiting municipalities to assess existing hardware and software to assess need and absorptive capacity for new systems.

The intention is to initiate all needed interventions under the TFAs at the same time. However, certain interventions will depend on others, which means that the full implementation of the TFAs will be spread over four years to maximize impact. For instance, the support for tariff studies under C1 will facilitate improvement of service pricing under C3. Similarly, C2 will do public awareness raising about complaints systems after they are developed under C3. Further, some interventions will be implemented in a way that builds on the past, existing, or future planned efforts of other donors. Such coordination is essential to avoid any duplicated efforts and to implement synergies where feasible to optimize the benefits of donor assistance to the target municipalities. For example, problems with the MoLG budget portal identified through the training provided by CTP and MoLG to municipalities on budget compliance, will be provided to the donor supporting portal reforms (BTC) for consideration and support. All assistance will also be undertaken in the context of the existing legal and policy framework of the Palestinian Authority including the MoLG. For example, social accountability tools and Citizens Budgets will be implemented in accordance with agreed toolkits and approaches established by the MoLG.

Cross-cutting issues facing our municipalities will also be addressed as a coordinated package, to be presented at the start of CTP's work with the municipalities, as the individual LGU technical packages are finalized through the MAP process. Cross-55 foundational will be interventions implemented across all target 55 municipalities, including budgeting and fiscal management strengthening (C1), social accountability tool introduction or strengthening (C2), strategic planning and citizen awareness raising (C2 and C3), and policy and legal strengthening (C4). These interventions will be provided through technical assistance, training, communities of practice workshops, GUCs, and other implementation mechanisms. The cross-55 foundational interventions were developed in response to either high priority demand by the municipalities or CTP priority for results.

In addition, CTP will also provide targeted assistance for interventions that are only appropriate for a sub-set of the 55 municipalities, given their current status and capacities, including deficit reduction plans (C1) and systems-based service delivery strengthening (C3), depending on needs expressed and capacity to absorb the new technologies and reforms.

2.3 Explaining the Menu of Technical Assistance Package Matrix

This is a comprehensive listing, and the MAP process identified which TFA and associated activities are a priority for different municipalities, considering their stages of technical development and expected highest contribution to achieving CTP's results. Where relevant, activities have also been framed to reflect these different stages: for example, small Municipalities will have different requirements for financial systems than larger ones and this will be taken into account during implementation. Options within specific activities have also been provided where feasible to reflect the different stages of development that exist: for example, a municipality may only need a manual for a specific service (for example, for procurement), where other more developed municipalities may need an automated or integrated system. Interventions have also been designed to accommodate growth over time. (For example, additional modules of an integrated management information system, may be included in the technical packages to be added in the later years of the project, or by other donors after the CTP is finished).

In terms of accounting information systems being delivered under C1, CTP will assess the needs and capacities of each municipality to ensure each system is tailored to suit, for example providing

targeted municipalities systems ranging from basic (i.e. General Ledger and Budget) to more advanced (Integrated Financial Management Information Systems - IFMIS). CTP will also consult with the MDLF and other donors in this area to coordinate reforms to ensure no duplicated efforts. For example, the MDLF is currently already providing some of our targeted Municipalities with a full integrated financial package that includes several modules including full Revenue Management Information System (RMIS), and General Ledger (GL) that includes Fixed Assets, budget, payroll, inventory, procurement, etc. which will need to be considered in the final development of the municipal technical assistance packages.

Section 2.4 below provides the MTAP matrix, which presents the goals, proposed interventions, and deliverables related to the 20 TFAs:

- The **‘Technical Focus Area’** column is based on contractually required activities.
- The **‘Goal’** column describes the desired long-term goal of the municipalities in selecting assistance through the TFA. However, this goal is considered a “gold standard” or example of a high-functioning municipality. As such, the goal is an illustration of where municipalities should be working towards in the long-term. Therefore, the goal is not a description of expected results, which are – instead – found in the “Indicators” column.
- The **‘Proposed Interventions’** column provides a listing of activities that can be delivered under each TFA. The MTAP provides all possible interventions under each TFA, even though not all municipalities will need or be able to receive all the interventions. As a result, this is a comprehensive listing of all possible interventions, which CTP and each municipality will prioritize and tailor to fit the municipality’s needs and priorities, through the MAP process. Each municipality will receive only the interventions that are appropriate and suited to their needs, absorptive capacity and available budget.
- The **“Linkage to SOW”** column provides a high-level summary of the linkages to the contract SOW.
- The **“Deliverables”** column provides expected outputs of the proposed interventions.

2.4 Menu of Technical Assistance Package Matrix

2.4.1 Component I: Municipal Revenue Streams and Fiscal Management⁵

Broad Technical Focus Area	Goal	Proposed Interventions	Linkage to SOW	Deliverables
1.1 Improve collections for primary municipal services and utilities (electricity optional)	Municipalities professionally manage their collections through a mix of policy and system interventions	1.1.1 Assess collection procedures and identify weaknesses and inefficiencies.	Improve collections for municipal services	Assessment of per capita collection ratios and root cause analysis of the underlying factors for low collection rates.
	Collection rates are improved through investment in improving collection procedures, electronic infrastructure, and enforcement mechanisms, which increases collection rates	1.1.2 Develop and institutionalize improved billing, collection, and debt management procedures and strategies, supported with training on revenue management and revenue base recognition. (including net lending ⁶ debt restructuring or rescheduling.)		Revenue Enhancement Plans for 55 Municipalities (<i>links to TFA 1.6: Facilitate revenue generation</i>).
	Municipalities have increased negotiation power with Ministry of Finance and Planning (MoF) to resettle and reschedule their debt.	1.1.3 Develop and implement means of enforcement using existing rules and regulations.		Capacity building of Municipalities to support identification and expansion of revenue base.
	Capacity is increased in measuring and evaluating the revenue base and forecasting potential revenue increases.	1.1.4 Install Revenue Management Information Systems (RMIS) (<i>to be integrated with IFMIS under intervention 1.4.3 and the Property Tax system</i>).		Liaison and advocacy with national level to improve frequency and predictability of mechanism of transfers from MoF of taxes collected on behalf of Municipalities, including debt rescheduling.
	Municipal own-source revenues are increased.			RMIS modules in Municipalities with need to enable municipalities to automate/systemize billing of services and recording cash and check receipts.
1.2 Facilitate improved registration and collection of property taxes and education	There are regular and increasing transfers of property taxes (PT) to Municipalities. Improved processes and systems for property and education tax	1.2.1 Create public awareness of property tax (PT) and education tax (ET) (e.g., payment amount, schedule, and municipal usage for service and education improvement). (<i>Links to TFA 1.1: Improve collections for primary</i>	Increase property taxes	Awareness raising campaigns about PT and ET implemented.

⁵ SOW Project Results Indicator: 30% of targeted LGUs become financially sustainable.

⁶ Net lending is the amount the MoF paid for utilities consumed and distributed by some Municipalities which Municipalities failed to pay back to the provider. As a result, the MoF withholds property and transportation fees, as a repayment for the settlement of that debt.

Broad Technical Focus Area	Goal	Proposed Interventions	Linkage to SOW	Deliverables
taxes	<p>payments.</p> <p>Improved property tax systems at MoF</p> <p>Education Tax collection developed.</p>	<p><i>municipal services and utilities and 2.4.2 Conduct awareness campaigns for the municipality and local community.)</i></p>		
		<p>1.2.2 Create automated system to collect ET (i.e. automated billing system to be provided through RMIS system for some Municipalities (under TFA 1.1: Improve collections for primary municipal services and utilities) or through other system to be provided.</p>		Automated systems for ET collection.
		<p>1.2.3 Establish PT collection windows in selected municipalities.</p>		PT window/service is established in eligible municipalities.
		<p>1.2.4 Establish/Support innovative collection mechanisms for PT and ET (Linked to national-level interventions with the Ministry of Finance and Planning to advocate for more regular and systematic transfer of PT revenues to municipalities).</p>		<p>Mobile devices are used for collecting property and other taxes.</p> <p>Property tax collected at eligible municipalities.</p>
1.3 Improve municipal fiscal management	<p>Municipalities have increased control to manage their fiscal operations to achieve surplus and enhance their capability to self-finance.</p> <p>There is strong capacity of Municipalities for financial planning to predict future operations' challenges of sustainability and to manage the fiscal position and service costing.</p> <p>Average operating surplus ratio</p>	<p>1.3.1 Build capacity on service costing and fiscal management.</p>	Improve municipal fiscal management	Capacity building of municipal financial departments on a) how to identify and strengthen fiscal position (links to TFAs 1.3.2 and 1.3.4) b) tariff setting based on effective service costing and pricing (links to TFAs 1.3.1, 1.3.3 and C3,) c) cash management (links to TFA 1.3.5), d) budget execution and how to monitor and minimize variances between budgets and actual (links to TFA 1.3.5).
		<p>1.3.2 Test and analyze fiscal position of Municipalities and recommend</p>		Deficit Reduction Plans for target Municipalities including set of recommendations to strengthen fiscal

Broad Technical Focus Area	Goal	Proposed Interventions	Linkage to SOW	Deliverables
	<p>improved for target Municipalities.</p> <p>Increase in the ratio of total revenues to total expenditures</p> <p>Municipalities able to develop strategies that will yield enhanced availability of cash and planning commitments of expenditures based on cash forecasts.</p>	<p>reforms of fiscal operations.</p> <p>1.3.3 Provide financial models for costing and tariff; conduct separate cost analysis for solid waste management (SWM), electricity, water (<i>links to TFAs 3.5: Solid Waste Management and 3.6: Utilities to improve service delivery</i>), including building capacity of municipal technical staff and/or service providers in service costing and fiscal management.</p> <p>1.3.4 Provide training to Municipalities on financial planning including multi-year budgeting.</p> <p>1.3.5 Provide training/coaching to help municipalities enhance liquidity (cash) management.</p>		<p>position.</p> <p>LGU tariffs restructured for services identified under C3 and platform for tariffs manual introduced on national level supported by modeling of costing of those services.</p> <p>3-5-year budget focus implemented (medium-term budget framework established)</p> <p>On-the-job coaching and cross-55 foundational training. Refer to consolidated training deliverables listed under <i>TFA 1.3: Improve fiscal management</i> above. Cash management plans developed</p>
1.4 Improve financial systems	<p>Municipality has an integrated financial management system that includes budgeting, collection and accounting.</p> <p>Unified Chart of Accounts (COA) is adopted by Municipalities and linked to the budget forms enabling the production of consolidated financial statements for Local Governments integrated into the Government Finance Statistics.</p>	<p>1.4.1 Apply the unified COA and prepare opening balances for IFMIS. (i.e., MoLG CoA will be loaded into new system to ensure the proper recording of revenues, expenditures etc. in accordance with MoLG approved classifications.)</p> <p>1.4.2 Apply fund accounting Financial Policies and Procedures Manual (FPPM), and provide training and coaching.</p>	Improve financial systems	<p>Unified COA applied within IFMIS.</p> <p>Capacity building on FPPM provided.</p>

Broad Technical Focus Area	Goal	Proposed Interventions	Linkage to SOW	Deliverables
	<p>Improved accountability and financial reporting quality. Municipalities comply with the requirements of national Financial Policies and Procedures Manual.</p> <p>Municipalities apply modified cash for general funds.</p> <p>Municipalities use accrual basis of accounting for commercial and fiduciary funds. Municipalities are capable of producing segmented financial reporting per fund, function, service, division, and cost centers.</p>	<p>1.4.3 Develop, install and operate IFMIS packages based on municipal capacities and annual budget ranging from a General Ledger for smaller or newly established Municipalities to IFMIS for more advanced Municipalities. <i>(Linked to C2 and C3.)</i>⁷</p>		<p>IFMIS⁸ developed, installed and support provided to ensure it is operating and utilized for financial reporting based on approved COA and FPPM.</p>

⁷ For C1 the IFMIS includes a revenue management information system, which will manage revenue sources from core services such as building permit fees etc. (being improved under C3).

⁸ As a modular system, the IFMIS will be tailored to the capacities and needs of a wide range of municipalities. IFMIS packages will be designed according to the need, starting from simple (Budget and General Ledger) to full package IFMIS, with providing the necessary infrastructure when needed.

Broad Technical Focus Area	Goal	Proposed Interventions	Linkage to SOW	Deliverables
<p>1.5 Strengthen budgeting</p>	<p>Municipalities comply with the GeoMoLG portal, and submit timely, accurate annual budgets.</p> <p>Credibility and predictability of the budget is strengthened, and accountability increased, with increased MoLG monitoring and responsiveness to Municipalities needs.</p> <p>Inclusive Budgets are linked to overall physical, development and investment plans.</p> <p>MoLG Budget structure and guidelines are improved to align with best practices in budgeting (This includes consolidated various budget structures into one) .</p>	<p>1.5.1 Strengthening budgeting through:</p> <ul style="list-style-type: none"> • Extensive capacity building on the use and reporting of budgets according to the MoLG Budget portal. • Examining the current budget system and providing recommendations on: <ul style="list-style-type: none"> • Consolidating the various operating and capital budgeting into one budget. • Reducing the gap between planned and actual budgets. • Developing improved budgeting systems. • Introducing multi-year budgeting as a financial planning tool to improve financial planning of Municipalities (including links to SDIP). • Introduce measures to ensure that budget information is accessible to the public (e.g., citizens budget), 	<p>Budgeting</p>	<p>Capacity building workshops coordinated with MoLG and delivered to Municipalities to support 2018 and 2019 budget preparation.</p> <p>2019 MoLG budget instructions reviewed and recommendations provided to consolidate budgets, improve budget system, and integrate considerations for social issues such as youth, gender, and People with Disabilities (PwDs) into the LGU budgeting process. This should include requirements for municipalities to link their annual budget requests to their SDIPs.</p> <p>Revised budgeting guidelines that integrate considerations for social issues such as youth, gender, and PwDs</p> <p>Multi-year budgeting features developed and capacity provided in using forecasting models (<i>linked to TFA 1.3: Improve municipal fiscal management</i>).</p> <p>Municipalities trained in citizens budgets (<i>linked to TFA 2.1: Institutionalize civic participation in municipal structures</i>).</p>
		<p>1.5.2 Develop with MoLG a handbook on participatory budgeting, followed with capacity building of Municipalities on implementing it (<i>Supported through civic engagement activities conducted</i></p>		<p>Participatory budgeting handbook developed and capacity building provided</p> <p>Integrations of considerations for social issues such as youth, gender, and people with disabilities. (<i>Supported through civic</i></p>

Broad Technical Focus Area	Goal	Proposed Interventions	Linkage to SOW	Deliverables
		<i>under C2).</i>		<i>engagement activities conducted under C2)</i>
1.6 Facilitate revenue generation	The municipalities increase their revenue streams and reliance on locally generated revenues, which would support steady improvements in municipal services and stabilize municipal finance.	<p>1.6.1 Evaluate and identify opportunities to increase revenue through services provided by municipality.</p> <p>1.6.2 Identify new sources of municipal revenues within applicable laws and procedures.</p> <p>1.6.3 As part of SDIP process (TFA 1.7), identify revenue-generating infrastructure projects and their delivery mechanisms (e.g., donors, PPP):</p> <ul style="list-style-type: none"> • Identify revenue-generating infrastructure projects and develop the concept for these projects with the Municipality (linked to TFA 1.7.6: Create an enabling environment for private sector and TFA 3.1.1: Develop/upgrade physical plans.) • Conduct feasibility studies and any other studies of the proposed revenue-generating infrastructure projects. • Identify and support strategy and plans to solicit investment from both public and private sources (i.e., PPPs, with different types of partnerships explored: Build Operate Transfer (BOT), Build Own Operate (BOO), etc.⁹) 	Revenue-generating community infrastructure	<p>Revenue Enhancement Plans developed for 55 municipalities (links to TFA 1.1: Improve collections for primary municipal services and utilities (electricity optional)).</p> <p>Revenue-generating infrastructure projects identified through the strategic development and investment plans process, and concepts developed and feasibility studies conducted.</p> <p>Public private partnerships (PPP) established and supported.</p>

⁹ Build–operate–transfer (BOT) or build–own–operate–transfer (BOOT) is a form of project financing, wherein a private entity receives a concession from the private or public sector to finance, design, construct, own, and operate a facility stated in the concession contract.

Broad Technical Focus Area	Goal	Proposed Interventions	Linkage to SOW	Deliverables
<p>1.7 Develop strategic development and investment plans, develop and institutionalize local economic development planning</p>	<p>SDIP developed (and updated in Y3) and linked to the annual budget preparation process.</p> <p>The municipality has institutionalized LED function, updated harmonized LED strategy as part of the SDIP, LED initiatives, and the community has institutionalized and well-capacitated LED stakeholders' engagement.</p>	<p>1.7.1 Support SDIP development process. (In Y3, support the updating of SDIPs.)</p> <p>This includes establishing committees to develop the SDIP comprised of the Municipality, community members, CSOs and private sector in accordance with national manual for SDIP. (Linked to TFA 2.1: Institutionalize civic participation in municipal structures and TFA 3.2 (3.2.3 Conduct capacity building in planning)).</p> <p>1.7.2 Support economic strategic planning by integrating LED into the SDIP development process.</p> <p>1.7.3 Raise awareness of value and benefit of LED of key stakeholders (municipal council members, municipal staff, and members of LED councils).</p> <p>1.7.4 (For municipalities with LED capacity) establish LED council from all stakeholders to promote LED within the local community and strengthen their capacity in planning, management, negotiation, strategic development, and monitoring and evaluation.</p> <p>1.7.5 Establish and/or upgrade LED function within relevant municipalities.</p> <p>1.7.6 Create an enabling environment for private sector investments through (for example):</p>	<p>Economic Strategic Planning</p>	<p>SDIP plans are developed for all targeted Municipalities.</p> <p>CSOs and community members representation is institutionalized in the SDIP core planning teams and specialized planning committees and advisory committees.</p> <p><i>(Both deliverables linked to TFA 1.7: Develop SDIPs, develop and institutionalize local economic development planning and TFA 2.1: Institutionalize civic participation in municipal structures.)</i></p> <p>Integrated and harmonized economic strategic plan integrated into SDIP for each targeted community in a participatory approach.</p> <p>Developed/improved procedures, manuals, and plans at Municipalities for SDIP/LED.</p> <p>LED council established in some communities from different stakeholders</p> <p>Capacity building and public awareness packages on LED to Municipalities developed / conducted</p> <p>A culture of community participatory in developing strategic economic plans for Municipalities is promoted</p> <p>LED functions institutionalized at some Municipalities</p> <p>Business incubators in some Municipalities established</p> <p>Public-Private Sector Partnership established</p> <p>Local and international marketing initiatives</p>

Broad Technical Focus Area	Goal	Proposed Interventions	Linkage to SOW	Deliverables
		<ul style="list-style-type: none"> • Improve municipal procedures to facilitate business registration/economic activity within the Municipality. • Support implementing LED plans and initiatives in targeted Municipalities. • Establishing business incubators in some Municipalities. • Sponsoring local and regional marketing and tourist initiatives. • Establishing open dialogue with financial institutions to provide access to finance, • Preparing different studies for LED investment ideas. • Helping Municipalities to open dialogue and build partnerships with private sector (with LED plans to be addressed through SDIP). • Supporting modules to promote local economic development such as public private partnerships (<i>Linked to TFA 1.6.3: Identify revenue-generating infrastructure projects</i>). 		<p>sponsored</p> <p>Feasibility studies for LED investment ideas developed</p> <p>Support LED initiatives such as tourism initiatives, development of value chains for economic activities within the Municipality. Municipal procedures are reviewed and revised to facilitate the operation of businesses and economic growth within targeted Municipalities.</p>

Broad Technical Focus Area	Goal	Proposed Interventions	Linkage to SOW	Deliverables
		<ul style="list-style-type: none"> Identifying bottlenecks and obstacles to business investment and develop options to address them 		

2.4.2 Component 2: Accountability and Transparency¹⁰

Technical Focus Area	Goal	Proposed Interventions	Linkage to SOW	Deliverables
2.1 Institutionalize civic participation in municipal structures	The municipal organizational culture in place values participatory, representative, and inclusive processes for management of resources, service, and decision-making.	2.1.1 Activate the public participation sub-committee ¹¹ for the municipal council (as recommended by the MoLG Participation Policy Paper), including recommending municipal budget allocation to fund public participation activities. The role of this committee is to make sure new citizen participation mechanisms (CPM) formed/activated in TFA 2.2 (Increase civic participation are institutionalized).	Institutionalize civic participation in municipal structures	Public Participation Committees activated at 55 Municipalities and budget allocated to cover community participation activities at municipalities with budget surplus.
		2.1.2 Train and coach municipal staff and council members on the Public Participation Manual, SDIP Manual and the MoLG Participation Policy Paper. ¹²		<p>Municipal staff and council members trained and coached on the existing Public Participation Manual and the MoLG Participation Paper (both developed already by MoLG).</p> <p>Citizens Budget at all 55 Municipalities are developed as part of the annual budget process. <i>(Linked to TFA 1.5 Strengthen budgeting)</i></p>

¹⁰ SOW Expected Project Result: 30% increase in positive citizen perception of local governments' accountability.

¹¹ The public participation sub-committee should be composed of two council members, six representatives of the local community, and two LGU senior staff and will be chaired by the mayor. The main task of the sub-committee is to ensure that the municipality implements the policies and procedures related to the promotion and institutionalization of public participation as described in the MoLG policy paper. The sub-committee is also responsible to the municipal council for ensuring proper implementation of public participation practices. The municipal council is accountable to the MoLG on this matter.

¹² CTP plans to review and update the Public Participation Policy Paper and Manual, in coordination with the MoLG.

Technical Area	Focus	Goal	Proposed Interventions	Linkage to SOW	Deliverables
			<p>2.1.3 Introduce new policies and procedures to involve citizens in municipal decision making – this includes citizen budgets <i>(in coordination with TFA 4.1: Strengthen Legal Capacity of Municipalities).</i></p>		<p>Municipal council members and/or legal staff trained on policies in drafting new policies.</p> <p>New policies drafted.</p> <p><i>(All done in coordination with TFA 4.1: Strengthen Legal Capacity of Municipalities).</i></p>
			<p>2.1.4 Support the municipality to institutionalize civic participation in the SDIP process by creating and supporting the SDIP core planning team (and other committees) <i>(in coordination with TFA 1.7: Develop strategic development and invest plans, and develop and institutionalize local economic development planning).</i></p>		<p>CSOs and community members representation is institutionalized in the SDIP core planning teams and specialized planning committees and advisory committees <i>(in coordination with TFA 1.7: Develop strategic development and invest plans, and develop and institutionalize local economic development planning).</i></p>
2.2	Increase civic participation	The municipalities constructively engage citizens, civil society, media, private sector, and other stakeholders in management of resources, service provision, and decision-making.	<p>2.2.1 Establish/activate citizen participation mechanisms (CPM), such as advisory committees, neighborhood committees, and social accountability committees. <i>(The institutionalization of these committees will be supported in TFA 2.1: Institutionalize civic participation in municipal structures.)</i></p> <p>2.2.2 Build capacity of citizens in budget planning and service provision monitoring.</p> <p>2.2.3 Set up / activate/ and improve municipal media and communication tools such as Facebook pages and websites.</p>	Increase Civic Participation	<p>Advisory committees, neighborhood committees and other specialized planning committees and social accountability committees established and/or supported.</p> <p>Citizens are engaged in Budget Planning and Service Provision Monitoring through specialized capacity building in participatory budget and planning process.</p> <p>Municipality websites and Facebook pages (internship) are established/updated, interns will be placed at all 55 Municipalities to contribute in building the capacity of Municipalities in developing websites and Facebook pages.</p>

Technical Focus Area	Goal	Proposed Interventions	Linkage to SOW	Deliverables
		2.2.4 Train municipal staff (either PR or designated staff) and community committees on the use of media (e.g., Facebook, website, press releases and outreach material).		Capacity for the Municipal staff in PR developed (social, media: Facebook and others.) <i>(Grants will cover this intervention for all 55 Municipalities).</i> Interns will be placed at all 55 Municipalities to contribute in building the capacity of Municipalities in Media. Information disclosure mechanisms implemented.
2.3 Promote Youth, Women and Persons with Disabilities participation	Participation of Youth, Women, and Persons with Disabilities is institutionalized to secure more inclusive and responsive management of resources, service provision, and decision-making.	2.3.1 Activate the local youth council (YLC) (or any alternative youth participatory mechanism).	Promote Youth Participation	YLCs or any alternative methods (in case some Municipalities are not with establishing YLCs) Established / activated. <i>(Grants will cover this intervention for all 55 Municipalities).</i>
		2.3.2 Provide capacity-building/awareness-raising for female council members in local government practices through capacity building programs and by participating in a CTP-created community of practice/network of female council members from the 55 municipalities		Women Council Members – Forum established (with training package provide to the 55 Municipalities in coordination with MoLG/ Gender Unit).
		2.3.3 Develop the capacity of members of YLCs/ youth participatory mechanisms in leadership, entrepreneurial skills/LED, Participatory Planning and Social Accountability (SA) practices (including implementing SA tools), and local government.		Training for YLCs implemented (including women and disabled) in leadership, entrepreneurial skills/LED, Participatory Planning and Social Accountability practices (Training on implementing SA tools, including: Citizens Report Cards, Citizens Charter, Public Hearing and Mastery Visitor). <i>(Grants will cover this intervention for all 55 Municipalities).</i>
		2.3.4 Map all exiting CSOs in the municipal catchment based on specialty and number of beneficiaries.		Existing CSOs mapped in all Municipalities based on specialty and beneficiaries.

Technical Focus Area	Goal	Proposed Interventions	Linkage to SOW	Deliverables
		2.3.5 Support youth CPM members to implement initiatives for youth, women and/or PwDs focused on service delivery, financial audits, resource management, and decision-making.		Youth, women and PwDs initiatives implemented, focusing on services, community participation, social issues, local economic development, financial audits. The program will support initiatives for all YLCs (<i>Grants will cover this intervention for all 55 Municipalities</i>).
2.4 Strengthen municipal accountability and transparency	Meaningful municipal reforms are implemented to achieve inclusive and responsive management of resources, service provision, and decision-making.	2.4.1 Conduct town hall meetings (THM) in the municipality for citizen feedback on relevant topics (such as services - resource management - decision-making.)	Strengthen Municipal accountability and transparency	THM/ public hearings held at all targeted Municipalities. (<i>Grants will cover this intervention for all 55 Municipalities</i>).
		2.4.2 Conduct awareness campaigns for the municipality and local community (e.g., on complaints procedures (<i>linked to TFA 3.7: Develop/streamline/train in automated services: Citizen Service Center</i>)). Awareness campaigns may also be held about bill payment (<i>linked to TFA 1.1 Improve collections for primary municipal services, and utilities; and TFAs 1.2.1 Create public awareness of property tax (PT) and education tax (ET); 3.3.3: Create public awareness of Building Permits and Crafts and Industries Licenses; 3.6.3 Create public awareness about utilities; 3.5.3 Create public awareness about solid waste management systems and citizen responsibilities; and 3.7.6 Create public awareness about the CSC.</i>)		Increased awareness of complaints system amongst municipal staff, council members and community in all 55 Municipalities. Increased awareness of bill payment and service provision (as relevant to municipality). (<i>Linked to Components 1 and 3.</i>) Final themes of awareness campaigns should be discussed and agreed upon with USAID.
		2.4.3 Prepare / update comprehensive public disclosure and outreach plans for targeted Municipalities, including: disclosure of council decisions, financial data and reports, strategic plans, scheduling regular outreach events (e.g., open meetings with the community.)		Comprehensive public disclosure, outreach and communication plans for all 55 Municipalities developed. Information disclosure mechanisms implemented (includes financial data, council decisions, plans, and budgets). Training on using the tools of information disclosure based on the existing Policy Paper and the Public Participation Manual implemented.

Technical Area	Focus	Goal	Proposed Interventions	Linkage to SOW	Deliverables
			2.4.4 Build capacity of municipal staff in the MoLG Social Accountability (SA) Policy Paper.		Capacity built and coaching provided on implementing the SA tools for all 55 Municipalities (through Grants).
			2.4.5 Introduce and support implementation of social accountability tools, such as citizen charter, mystery visits, public hearings, and citizen report card.		Accountability Committees established and Social Accountability tools (Public Hearings, Citizens Budget, Citizens Report Cards, Citizen Charters, Mystery Visits (Services) for all 55 Municipalities are implemented.

2.4.3 Component 3: Delivery and Management of Services and the Effectiveness of Operations¹³

Technical Area	Focus	Goal	Proposed Interventions	Linkage to SOW	Deliverables
3.1 Review and update spatial planning (urban plan, land use plan, and GIS)		The municipality has effective plans (including physical planning) integrated with GIS and is fully operational in the municipality with the staff having advanced knowledge and skills.	3.1.1 Develop/Upgrade physical plans.	Spatial Planning Streamline and automate Municipal core operational functions Improve the capacity of elected councils and Municipal staff E-governance	Master plans and/or detailed plans are developed/updated in the Municipalities.
			3.1.2 Develop/Establish GIS systems.		GIS systems/GeoMoLG link/access is provided/ upgraded for targeted Municipalities.
			3.1.3 Conduct capacity building in planning, M&E, and reporting is institutionalized.		Municipality capacity in planning, M&E, and reporting is institutionalized.
			3.1.4 Update and link service delivery to GIS.		GIS systems are expanded (adding new layers for municipal services) in the LGU.
3.2 Develop/streamline/train in automated services: Procurement		All procurements are conducted per regulations and law. The municipality has an effective public	3.2.1 Develop procurement function including working procedures.	Streamline and automate Municipal core operational functions	Procurement/warehouse procedures and forms are developed / updated in targeted Municipalities.
			3.2.2 Conduct capacity building in procurement (e.g. manual and/or		Capacity building in procurement processes is supported for related

¹³ SOW Expected Project Result: An aggregated average of a 30% increase of citizens in targeted LGUs reporting improvement in municipal services.
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Technical Area	Focus	Goal	Proposed Interventions	Linkage to SOW	Deliverables
Procedures (as service and core function)		procurement function.	systems).	Improve the capacity of elected councils and Municipal staff E-governance	staff.
			3.2.3 Automate procurement and warehouse procedures and templates.		Software for procurement and warehouse management is provided in the LGU.
3.3 Develop/streamline/train in automated services: application for building permits and crafts and industries licenses		Municipality has a full collection process and integrated system.	3.3.1 Supply and install automated system with database and reporting / analytical functionalities for which citizens apply for and receive building permits and professional licenses (<i>part of RMIS in TFA 1.3: Improve municipal fiscal management</i>). (<i>Links to TFA 1.6: Facilitate revenue generation.</i>)	Automate Municipal services Improve the capacity of elected councils and Municipal staff E-governance	Software for Building Permits and Licenses calculation module is provided in the LGU. Automated system for the building permits and licenses application process is provided to Municipalities.
			3.3.2 Conduct capacity building in provision of permits and licenses (<i>Links to TFA 1.6: Facilitate revenue generation.</i>)		Capacity building in processing licenses and building permits is implemented for related staff.
			3.3.3 Create public awareness of Building Permits and Crafts and Industries Licenses. (<i>Linked to 2.4.2 Conduct awareness campaigns for the municipality and local community.</i>)		Awareness raising campaign about building permits and crafts and industries licenses is implemented
3.4 Develop/streamline/train in automated services: operations and maintenance procedures (O&M)		All the properties, maintained, reflect extended lifetime, increase functionality and usefulness.	3.4.1 Develop standardized O&M procedures.	Streamline and automate Municipal core operational functions Improve the capacity of elected councils and Municipal staff E-governance	Standardized O&M procedures are developed in targeted Municipalities
			3.4.2 Conduct capacity building in O&M.		Capacity building in O&M is implemented for related staff.
			3.4.3 Systemize and automate O&M plans and procedures.		O&M is automated.
3.5 Develop/streamline/train in automated		Solid waste is being regularly collected from the community and feedback is being	3.5.1 Establish or strengthen SWM function (Routing, scheduling, technical studies, etc.)	Automate Municipal services Improve the capacity	SWM function is strengthened in a number of targeted Municipalities

Technical Area	Focus	Goal	Proposed Interventions	Linkage to SOW	Deliverables
services: solid waste management (SWM)		collected to continuously improve service processes with efficient systems.	3.5.2 Conduct capacity building in SWM service management and provision.	of elected councils and Municipal staff E-governance	Capacity Building in SWM is supported in a number of targeted Municipalities.
			3.5.3 Create public awareness about solid waste management systems and citizen responsibilities. <i>(Linked to 2.4.2 Conduct awareness campaigns for the municipality and local community.)</i>		Awareness raising campaign about solid waste is implemented.
3.6 Develop/streamline/train in automated services: utilities (water, electricity, and waste water, etc.)		Municipal utility provision has improved efficiency, cost-recovery, and increased payment rates.	3.6.1 Automate creative tariff solutions <i>(linked with TFA 1.3: Improve municipal fiscal management).</i>	Automate Municipal services Improve the capacity of elected councils and Municipal staff E-governance	Creative Tariff Management Information Systems are developed for water and waste water services and provided for municipality (if relevant).
			3.6.2 Conduct capacity building in utility management and service provision.		Capacity building in utility management and service provision is provided for the related staff in a LGU.
			3.6.3 Create public awareness about utilities. <i>(Linked to 2.4.2 Conduct awareness campaigns for the municipality and local community.)</i>		Public awareness campaign about services and utilities is implemented.
3.7 Develop/streamline/train in automated services: Citizen Service Center (CSC)		The municipality has a fully functional CSC that increases public satisfaction and trust.	3.7.1 Develop/Expand the range of PA services offered at CSCs.	Automate Municipal services, establish and expand citizen service centers (CSC) Improve the capacity of elected councils and Municipal staff	New PA services are introduced and provided through CSCs.
			3.7.2 Establish/strengthen and automate citizen service functions.		Citizens service functions are established/strengthened and automated in the LGU.
		Integrated Enterprise Resource Planning modules (where required) are in place that enable records to be shared seamlessly between them in unified platform through database management. e.g.: (financial,	3.7.3 Develop/Expand e-services at the CSCs and for municipal core functions to progress towards e-municipality.	E-governance	E-Services are introduced and integrated management information system (IMIS)- ERP is developed in the Municipalities depending on their capacities and readiness.
			3.7.4 Develop, upgrade and automate Customer Relations Management		CRM system. Database of all citizens who have

Technical Area	Focus	Goal	Proposed Interventions	Linkage to SOW	Deliverables
		procurement, HR).	(CRM) systems.		access to services
			3.7.5 Conduct capacity building in CSC service provision and management.		Capacity building is provided for the related staff in targeted Municipalities.
			3.7.6 Create public awareness about the CSC. <i>(Linked to 2.4.2 Conduct awareness campaigns for the municipality and local community.)</i>		Public awareness about the CSC function and services is implemented.
			3.7.7 Establish/Upgrade transparent complaint system.		Citizen complaint systems is established/developed in targeted Municipalities.
3.8	Develop/Streamline/train in automated core operations: HR – MIS	Municipality has an automated/ integrated system and HR staff can utilize all HR activities. (Links to 1.4 as HR modules available in IFMIS).	3.8.1 Develop HR function (Procedures, job descriptions, OS and working procedures).	Streamline and automate Municipal core operational functions	HR policies and procedures are developed in targeted Municipalities.
			3.8.2 Develop/expand/ /integrate HR system.	Improve the capacity of elected councils and Municipal staff	HR systems are supplied / upgraded / integrated in targeted Municipalities.
			3.8.3 Conduct capacity building on core areas in HR (e.g., performance evaluation, incentive mechanisms, development of job descriptions, etc.)	E-governance	Capacity building is implemented for related staff on core areas in HR (e.g., performance evaluation, incentive mechanisms, development of job descriptions, etc.).
			3.8.4 Enhance internal communication systems.		Developed internal communication means including automated/integrated solutions (e.g. archiving system, council meeting system, and internal workflow).

2.4.4 Component 4: Regulatory and Policy Framework¹⁴

Technical Focus Area	Goal	Proposed Interventions	Linkage to SOW	Deliverables
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¹⁴ SOW expected project result: Advanced national legal framework and policies for the local government sector and municipal finance.
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<p>4.1 Strengthen Legal Capacity of Municipalities</p>	<p>Municipality has an internal/ external (full or part time) legal support. Municipality has some/all relevant regulatory policies and efficient capabilities to draft, as needed.</p> <p>Capacity building of council members and staff on policy and regulations' drafting and implementation improved for all 55 Municipalities.</p> <p>Communities of Practice across all Components leads to peer-assisted learning, information sharing, and solutions to common problems.</p>	<p>4.1.1 Assess existing legal capacity at Municipalities.</p> <p>4.1.2 Provide legal orientation for council members/competent staff on legal and policy framework and regulatory instruments.</p> <p>4.1.3 Conduct capacity building on drafting needed policies and regulations.</p> <p>4.1.4 Institutionalize legal and policy capacity within Municipalities according to their size and capacity.</p>	<p>Legal framework to support municipal finance</p> <p>Improve policy development and implementation</p> <p>Support efforts to reform the process for review and approval of Municipal by-laws and budgets</p> <p>Identify opportunities for amalgamation/ agglomeration of Municipalities (this SoW requirement has been replaced by the new approach of joint municipalities and is dependent on MoLG support so no interventions are feasible at this time)</p>	<p>Assessment of legal capacity at all 55 Municipalities.</p> <p>Capacity building on drafting policies and regulations.</p> <p>Regulations to support revenue generation (e.g., policies related to review solid waste fees, public parking, advertisement and others) and/or institutionalize public participation drafted.</p> <p>Strengthened LGU policy and legal framework.</p> <p>Communities of Practice.</p> <p>Institutionalized legal and policy capacity within Municipalities (for Municipalities with capacity).</p> <p>Amalgamation of Municipalities supported (dependent on national level support).</p>
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