

Annex 3

Terms of Reference

ADVANCING LOCAL COMMUNITIES/MJESNE ZAJEDNICE IN SELECTED LOCALITIES IN BOSNIA AND HERZEGOVINA TOWARDS MORE PEOPLE-CENTRED GOVERNANCE AND SERVICE DELIVERY

1. Background

The second Project phase adopts a theory of change that draws on the achievement of the previous phase charting the vision for further systematic consolidation efforts. The overall goal of the second Project phase is to improve the quality of life of the citizens of Bosnia and Herzegovina through empowered, gender responsive local communities (MZs) that facilitate active citizen engagement in public life, stand for people-centred performance of local governments and catalyse democratic transformation at the local level. The Project focuses on encouraging community led local development and revitalising community governance through MZs in order to achieve this goal. Mjesne zajednice is the smallest administrative unit for direct government engagement with citizens in Bosnia and Herzegovina. The goal of the first phase of the Project has been achieved with significant and measurable progress made toward achieving the three original Project outcomes and their related outputs.

This Project alone cannot directly create democracy, make local governments more service-oriented or mobilize community members to start working together. What it can do is catalyse the change – create the conditions, convene stakeholders, show the way, empower leaders, motivate people and provide incentives and opportunities. This is what the Project second phase will continue to do by placing a stronger focus on triggering change at scale, as well as gradually shifting growing responsibility, facilitating stronger engagement and seeking to increase the scope of partnerships for implementation of Project activities with domestic stakeholders. The quality of life of the citizens in the country will improve as a result of collective action by governments at all levels and by active citizens who co-own development processes. The central theme of this endeavour will be empowerment of local communities, with changes envisaged at system level (improvement of the local government regulatory framework, rulebooks and practices, emerging policy and regulatory changes at the higher level) and behavioural change (change in attitude, perceptions within communities; change in traditional gender roles and stereotyping, critical thinking community representatives, pro-active engagement in local public life, use of technologies for socially constructive purposes, restoration of trust in government and hope that change is positive). A combination of these transformations is a pre-requisite for durable changes once MZs become agents of local change.

On the side of the governments, systemic changes, coupled with increased management responsibility and political will for more efficient and accountable work, lead to inclusive decisions in line with people-centred performance. Only then, the MZs will be empowered and perform as important catalysis of democratic transformations at the local level that also ensure a bottom-up collective action towards realization of SDGs.

2. Vision-setting process on the future role of modern MZs in Bosnia and Herzegovina

An important development achieved in 2018 was the highly participatory design of the MZ Vision¹ – a manifesto that captures the new vision for a 21st century local community in Bosnia and Herzegovina, its roles, functions and place in the broader development landscape. The process demonstrated that there is a need to empower local communities, while the results from the pilot work in approximately 6% of MZs country-wide showed that targeted support to translate the broader vision into improved citizen participation mechanisms, people-centred public service delivery, democratic decision-making and capacitating MZ staff can contribute largely to vibrant communities, responsive citizens and more accountable local governance. This process stimulated wider policy dialogue at higher government levels regarding the stronger role of MZs in the country. Yet, these did not translate in renewed principal regulatory or institutional frameworks. Still, there has probably never been a better momentum

¹ https://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/library/democratic_governance/nova-vizija-mjesnih-zajednica-u-bih--2018--godina.html

to capitalise on the enthusiasm that was catalysed along the process of creation of the vision for MZs of tomorrow and further support improving the conditions for stronger MZs country wide.

3. Local communities (MZs), service delivery and citizen participation in local decision-making

Local communities (MZs) have the key role in community governance as intermediaries between citizens/communities and local governments. If empowered and properly capacitated, MZs can become powerful drivers of change with a strong commitment and enthusiasm to catalyze community transformation and facilitate dialogue between citizens and their local governments. At the same time, MZ staff is engaged mostly on voluntary basis, which decreases their level of professionalization. MZs staff and MZ Councils are often highly politicized and affect democratic choices and processes at the grass-roots level. In localities where MZs are motivated and lead local actions, a visible change in community engagement is in place.

Local governments have a critical role in the creation of the conducive frameworks for MZ functioning as they are responsible for defining MZ competencies, local service delivery and infrastructure. Taking their high degree of decision-making power at the local level, local governments will be instrumental for effective engagement of MZs in the policy management cycle, as well as for endorsing MZ-related gender-sensitive municipal regulatory framework (MZ Statutes and Decisions). Mayors and local administrations play an important role in local development processes. In addition, municipal councils also play a very important role in empowering MZs and upholding local democracy.

Project intends to build on the existing community (MZ), local and higher levels' strategic frameworks in the attempt to advance the role of MZs in the decision-making and service provision. In doing so, the responsible partner will fully respect the tradition and culture of the partner MZs and their citizens as well as avoid creation of parallel systems and regulatory solutions.

The Project will, through competitive outsourcing, seek to engage qualified civil society organisations (and community-based organizations) to facilitate local discussions and capacity development. Traditionally, civil society organisations do not recognise mjesne zajednice (MZs) as partners, therefore it will be necessary to strengthen their partnership. Their interrelationship and partnership can create stronger impact for citizens and community long term. MZs are direct link with citizens, they have tools to select and understand needs and directly channel them to local governments. Civil society organizations can learn about the needs of citizens through partnership and better address them not just at the specific locality of MZs but at the wider local community level.

The heart of phase 2s in the grassroots spaces that citizens should be given the possibility to transform for own activities, needs and interests. Selected responsible partner will be in engaged to ensure localization of the MZ vision models through participatory dialogues, upgrading of the local government regulatory frameworks for enhanced MZ functioning and building capacities of local-level stakeholders for effective implementation of the new frameworks in all partner LGs. Responsible partner has to ensure strengthening partnership between civil society organisations and MZ in achieving common goals and set priorities through direct needs analysis and contact with citizens.

4. MZs in Bosnia and Herzegovina

The pulse of citizens' needs is often channelled through grassroots structures – in particular through the local community – that connect citizens to the governments. MZs are traditional, area-based structures that have a tremendous potential to vitalise citizen participation, encourage inclusive decision-making and promote improved, gender-responsive service delivery. There are 2,583 MZs in the country and the level of their activism, legal status, size, development level, volumes of financing and capacities significantly vary.

In majority of cases MZ staff are volunteers, hence – not part of the public apparatus. In addition to the principal legal frameworks at both entity and Brčko District levels, MZs' functions, representation mechanisms and financing are regulated to a great extent through the local government regulatory frameworks (e.g. statutes, rulebooks, etc.). Mjesne zajednice are defined by law in both entities, which empowers them to play a rather informal role in participatory government, somewhere in between that of a grass-roots civil society organisation and the formal

representative government of an elected municipal council. There are some significant differences between FBiH, RS and BD, stemming from their legal frameworks. For example, the Law on the Principles of Local Self-Government in the Federation of Bosnia and Herzegovina makes the formation of MZs compulsory, though the establishment of each MZ must be initiated by citizens, by a citizens' association or by the head of the local municipality. They are established as legal entities and may raise funds from a variety of sources, including allocation by the municipality, service fees and donations. The selection of officials is not stipulated in the law, and in practice they are appointed by the municipality. MZs have a formal consultative role in the development and adoption of zoning plans and in general issues of development; they also have co-responsibility for caring for community members in need, for promoting sport and culture and involving young people, and for protecting the local natural and man-made environment, and allows individual MZs to include additional responsibilities in their by-laws. MZ Councils are elected following the regular local elections cycle, based on the Election Law in the Federation of Bosnia and Herzegovina. The Law on Local Self-Government in Republika Srpska (Art. 106 - 109b) states that the initiative to form an MZ must come from at least 10% of citizens registered within a locality, or by at least 1/3 of Municipal/City Assembly Members or the Mayor/s. The responsibilities given to MZs are to build and maintain community buildings, and to propose the subdivision or merger of local government units. MZs can also submit recommendations or objections to municipal proposals, as well as carrying out additional functions specified in their individual by-laws. MZ do not have a legal status. Each MZs has its MZ Assembly, with elected Chairperson of the Assembly, as stipulated in the Election Law of Republika Srpska. Brčko District has a law dealing specifically with MZs, established as registered associations based on a citizens' initiative signed by more than 50% of adult residents. All adult residents automatically become members of an MZ once formed, though their participation is voluntary, and the MZ must hold a community meeting at least every six months. The objective of MZs is to improve the quality of life of residents through: facilitating communication between residents and the District; submitting recommendations to the District on issues such as infrastructure development, urban planning, reconstruction, economic development and assistance to socially vulnerable groups; and organising and implementing community projects. The law forbids MZs from involvement in election campaigns or funding and promoting political candidates. MZ funding sources may include membership fees, voluntary contributions from domestic and foreign sources, and income from economic activities of the MZ (funding from the municipality is not listed). Each MZ, as a civic association, has an elected Chairperson and a Managing Board, as per the law on non-governmental organisations of Bosnia and Herzegovina.

Citizens' voice in public life and decision-making are usually generated and represented to their governments by the MZ. Specifically, local governments organise law-binding public hearing and consultations – such as, for example, for discussion of the annual development plans, or the annual municipal/city budgets, or the revision/development of spatial documentation, etc. In these consultations, local governments should include citizens by reaching out to the respective MZ. In these occasions, MZs facilitate consolidation of suggestions and ideas by the residents and businesses and support their voicing to the local government. Specifically, based on the existing legal frameworks, MZ in both entities and Brčko District develop their annual plans, which contain priorities as raised by local communities. These plans are then reviewed by the local government and taken into consideration in the municipal annual planning and budgeting processes. However, there are significant gaps in terms of what has been raised as priorities through communities and what was implemented by the local government. This, in result, affects the level of trust among citizens and authorities, as well as their commitment to engage in public dialogue.

5. Responsible Party²

With aim to ensure the acquired trust of all project partner LGs and MZs, it is necessary that Responsible Parties / civil society organizations in the implementation of the assignment apply appropriate principles that ensure the quality of implementation and establish high quality standards of work.

² Responsible Parties (RP) are organizations engaged by an implementing partner (UNDP) through a written agreement, to provide goods and/or services to the project, carry out project activities and/or produce outputs using the project budget. Through the engagement of responsible parties, the implementing partner (UNDP) takes advantage of their specialized skills, mitigates risk and relieves administrative burdens. Responsible parties are directly accountable to the implementing partner (UNDP) in accordance with the terms of their agreement or contract with the implementing partner (UNDP).

The aforementioned principles for Responsible Parties (selected civil society organizations) are the following:

- ☐ Participatory and interactive - Responsible Parties should enable and facilitate meaningful engagement of citizens in the entire process.
- ☐ Accountability - Responsible Parties should cooperate responsibly and professionally with partner LGs and local communities, respecting all specifics of local communities and the defined time frames for the implementation of activities.
- ☐ Transparency - Responsible Parties should objectively and openly implement and share information about all processes implemented in the field.
- ☐ Formalization and documentation - Responsible Parties are obliged to formalize and prescribe certain processes within the partner LGs and local communities, properly record, document and archive it.
- ☐ Sustainability - Responsible Parties should apply the aspect of sustainability of results across all actions and processes proposed and guided under these ToR.

These principles of work meant to guide Responsible Parties should contribute to the achievement of the overall Project objectives and sustainability of achievements.

6. Geographic scope of the ToR

The CfP applies to Project partner 41 local governments and selected 199 MZs. The target LGs are:

Banja Luka, Bihać, Bijeljina, Brčko Distrikt, Breza Centar Sarajevo, Čitluk, Doboj, Goražde, Gračanica, Gradačac, Gradiška, Ilijaš, Jablanica, Ključ, Kotor Varoš, Laktaši, Ljubinje, Ljubuški, Maglaj, Modriča, Mrkonjić Grad, Nevesinje, Olovo, Pale FBiH, Petrovo, Rogatica, Rudo, Sanski Most, Tešanj, Teslić, Trebinje, Trnovo, Višegrad, Visoko, Vitez, Vlasenica, Vogošća, Zavidovići, Zenica, Žepče.

Within each local government, the Responsible Party will directly work with up to 5 MZs varying in population size, type, local development characteristics and capacities.

The methodology and approach of applicant should contain activities **for one of the following geographical area:**

Geographic area	LG	Number of MZs
1 (10 LGs)	Breza, Centar Sarajevo, Čitluk, Ilijaš, Jablanica, Ljubinje, Ljubuški, Nevesinje, Trebinje i Vogošća	50
2 (11 LGs)	Goražde, Olovo, Pale FBiH, Rogatica, Rudo, Trnovo, Višegrad, Visoko, Vitez, Vlasenica i Zenica	49
3 (9 LGs)	Banja Luka, Bihac, Gradiska, Kljuc, Kotor Varos, Laktasi, Modrica, Mrkonjic Grad, Sanski Most	45
4 (11 LGs)	Brcko Distrikt, Bijeljina, Doboj, Gračanica, Gradačac, Maglaj, Petrovo, Teslic, Tešanj, Zavidovići, Žepce,	55

If one applicant submits proposals for two or more geographic areas, it is necessary to demonstrate capacity and adequate expertise to work in each area as required. During the evaluation process, the evaluation committee might request additional information related to timeline of activities and engagement of experts in each geographic area.

6. Proposal submission modalities in the light of the ToR

This ToR applies to providing services within clusters of local governments and MZs within 4 geographic areas. All required activities and tasks have to be implemented in each geographic area.

7. Objectives, scope and timeline of the service

This ToR aims at engaging a qualified and professional Responsible Parties to deliver high-quality expert, technical, facilitation and training support to the target local governments and their MZs and communities within the set geographic areas, so as to test and affirm sustainable and replicable models of contemporary MZ, which are pro-actively connected with local governments and citizens, in the nexus of which a more effective and accountable local governance and public service delivery is in place.

Ultimately, this service will result not only in localization of the MZ vision models, but also in strengthened human and institutional capacities of selected responsible partner, partner local governments, MZs and communities to contribute to participatory local development processes.

Importantly, the Responsible Parties should be able to ensure a team of relevant experts, who will provide continuous, result-oriented and tailored support to target groups. As such, team of experts is to be characterized by:

- i) constant communication among expert team members and with beneficiaries of the assistance.
- ii) consistency, continuity and complementarity of the expert and technical assistance offered; and
- iii) high level of commitment to the entire process, ultimately resulting in distilling new MZ localised models, as per this ToR.

In order to ensure more direct connectivity between MZs and their local governments, the ToR envisages delivering of the assistance along the broader annual governance cycle, which goes through the following general stages: i) annual planning and linking public priorities with local governments' budgets; ii) implementing annual public priorities; iii) monitoring and assessing annual governance performance achievements. The platform for annual and mid-term planning at the local level is the local development strategy.

8. Target Groups

The main stakeholders in this activity package will be:

- MZ Councils/Assemblies members and local communities MZ activists (people who regularly attend MZ meetings and take part in activities but are not formally employed or appointed).
- Local government staff specifically responsible for liaison with MZs, officials involved in legislation and planning of direct relevance to MZs (particularly MZ municipal officers and MZ focal points/operational teams who will serve as knowledge management points, as well as other staff responsible for budgeting, strategic planning and strategies' implementation, legislation).
- Mayors/city mayors and municipal/city councils/assemblies
- Mjesne Zajednice (MZ)
- Community hubs
- Citizens within communities.

10. Important methodological considerations

UNDP's role will be more of a process facilitator and quality assurer, consolidating efforts country-wide, and focusing on policy advocacy.

Strengthening of domestic ownership, for both systemic and behavioural transformations, and results-based management are the Project's underlying approaches, and these are the essential pre-conditions for launch of

bottom-up democratic reforms and for the overall sustainability of the intervention. Empowerment of women and socially constructive use of technologies will continue to be used as accelerators for societal transformation.

The expected Project achievements will be ensured by working on-system, i.e. by using as much as possible the existing country systems and tapping into the energy of committed partners. It is assumed that this will result in systemic local governance and community governance changes and durably improved quality of citizen participation and public service delivery.

The expected Project scaling up within activities of this assignment will be territorial (horizontal) scaling up of successful MZ practices, positive changes in the local-level regulatory frameworks and knowledge products, primarily training tools, between partner LGs, and between partner MZs and non-partner MZs.

Capacity development is central to the Project and underpins its works aiming to capacitate targeted local communities in the country to be pro-active facilitators of dialogue between citizens and their local government, as well as have the skills and knowledge to catalyze responsive citizen engagement in public life and democratic transformation at the grass-root level. In addition, the Project supports the creation of adequate policy and regulatory frameworks and institutional capabilities at both local and higher government levels, to ensure democratic functioning of the local communities in the country. These demanding transformations are at the heart of this intervention from viewpoint of systemic enhancement of capabilities of a diverse set of stakeholders for empowered local communities.

In that process, as a supplementary effort and part of the overall sustainability approach, the Project will continue to support and invest in capacity development of civil society organizations/community-based organizations in the areas of community development, citizen engagement in public life, social inclusion, thus ensure local ownership and sustained ability of these stakeholders to carry forward similar processes/services independently in the future.

The Project will encourage MZs and local governments to ground their decisions on the principles of non-discrimination, participation and accountability. Project will also support citizens and communities – rights holders – in their right to participate in the development process.

Empowerment of MZ representatives, recognizing success and future-looking thinking will be the Project strategy for individual-level behavior changes. This will be achieved by placing a stronger focus on individual voices and positive community leaders, encouraging critical thinking and capacitating communities with skills for the future. By end of Phase 2, the Project will create the critical mass of strong individuals within partner MZs who are capable to offer meaningful contribution to the decision-making.

Institutional changes within local administrations will be induced where possible within the financial and human resources availability, so that MZ focal points (officers/ coordinators or organizational units) take over the implementation of the new local regulatory frameworks and support MZs in their regular work. Officers assigned as MZ focal points will be the core of the operational teams that will take up and carry increasing portion of Project activities in Phase 2. Once capacitated as individuals and stable within the LG organizational setups, these officers will adopt new methods of work and drive the future MZ-related developments.

11. Tasks

The Responsible Parties will empower MZs to be citizen-centered, reliable, and more financially independent community leaders. Once institutionalized by the local government, the MZ models will be gradually “brought into life” through inclusive activities at the community level, working to implement the MZ model in its full range.

The scope of activities will be strategic, “deep-dive” and focused explicitly on the desired results, engineered in a way to fuel enthusiasm and work in the citizens-MZs-local governments nexus and directly contributing to the affirmation of the renewed MZ model in each community. The Project support to partner local governments, MZs and communities will be determined entirely by each localized MZ vision. Focus will be placed on encouraging behavioural change within communities. As a result, MZs will be affirmed as spaces where citizens come together to interact and involve, to identify and solve problems, and to transmit their concerns to the local government and participate in the ways it makes its plans, spends public money and takes decisions that affect people’s lives. The

emerging MZ models can be enriched with basic benchmarks, which can help measuring to what extent the models are proving as democratic and effective, thus promoting a good community governance model. This process is also characterized by intensive observation and capturing successful approaches and weaknesses of the MZ models. The risk of politization of decisions and priorities within target localities will be mitigated by deploying clear rules, procedures and approaches agreed from the outset with local governments and communities.

Project will take systematic advocacy efforts through regulatory framework to further raise awareness about MZ models, MZ Methodology and MZ Fora, enhanced citizen participation and civic activism, stronger social inclusion and empowerment of women. Furthermore, innovative approaches will be pursued in order to improve functioning of the MZs by increasing accountability, transparency and efficiency. In this context, Responsible partners will have a very important role in consolidating local governance related regulatory changes, as much as possible into a sector-wide reform and help in creating pre-conditions for full regulatory and institutional policy modifications that strengthens local governance in BiH. More specifically, responsible partner in coordination and consultation with the AMCs, supported by Project, will raise awareness to the key policy actors on the MZ vision, and carry out policy dialogues through advocacy meetings and public consultations country-wide to ensure participatory formulation of regulatory/strategic frameworks.

The budget per one geographic area cannot exceed BAM 95,500.00. The operational and management costs should not exceed 20% of the total budget per geographic area.

Responsible Parties will be responsible for communication and visibility of the achieved results, in direct coordination with UNDP.

Responsible Parties in all geographic areas collectively **are expected to reach following targets** (these are the overall targets for 41 LGs):

Outcome Indicator: % of local governments that adopted renewed local gender-sensitive legislative frameworks that empower % of MZs country wide.

Baseline: 14% of local governments adopted renewed local gender-sensitive legislative frameworks that empower 19% of MZs country-wide (2019).

Overall Target: 27% of local governments adopted renewed local gender-sensitive legislative framework that empower 36% of MZs country-wide (2022).

Outcome Indicator: Average % of partner local governments' total budget that is allocated for democratically voiced MZ development priorities.

Baseline: 3% of partner local governments' total budgets allocated for democratically voiced MZ development priorities (2019).

Target: 7% of partner local governments' total budgets allocated for democratically voiced MZ development priorities (2022).

The scope of activities is divided into 3 principal tasks, as follows:

Task 1: To localize MZ vision models for each LG partner and defined as a result of dialogues engaging local governments, MZ and communities.

MZ Vision will be localised through local government frameworks and create conducive environment for community-led, gender-responsive local development. Firstly, efforts will be placed to transform the shared MZ Vision into local-level-grown institutionalised community governance models that are customised to the legal, social and territorial circumstances in the target local government and its MZs. Changes will be embedded, to the extent possible, in the existing municipal regulatory acts (statutes, rulebooks, decisions, etc.). This process will be open, inclusive and gender-sensitive, where communities, authorities, civil society (including those who are excluded), local businesses, media together will create their own, localised MZ model inspired by the common MZ Vision.

Localization of the **MZ Vision** models will start with inclusive local dialogues in each LG to familiarize local governments and MZ representatives with the MZ vision and discuss options for localizing the vision. The MZ Project team will support selected Responsible Parties in the overall process of organization of local dialogues. Dialogues will be facilitated and supported by thematic experts (engaged by RP) – respectively legal, financial and local development management experts. Responsible Parties will ensure that all relevant documents and procedures of partner LGs (Statutes, Rule books, etc) related to MZs, planning and budgeting processing and similar, will be reviewed and recommendations provided. Emphases should be given to adoption and practical application of ³MZ Methodology. Several LGs already adopted MZ methodology, therefore RP will provide support in methodology application. LGs and MZ who have not adopted yet MZ methodology and/or adapted existing LG documents and procedures defining work of MZs, will have to adopt it and apply with support of RP.

The local dialogues will bring together local leadership, municipal/city officers, municipal councillors, MZ Councils, civil society organizations, private sector representatives, media. This process will be driven by interests of local stakeholders expressed in public events and other forms of consulting citizens on their vision for the future MZ in their locality. Workshops for all MZs and LG staff to familiarize with the MZ Vision will be organised. The results of these dialogues will be a framework document with a customised outlook of the MZ vision for each partner local government, representing the collective thinking and capturing the future MZ functions, roles and capabilities. The MZ models will have several standard minimum elements that mirror the spirit of the MZ Vision, as follows: (i) interaction between MZs and local government and MZs' engagement in decision making; (ii) transparent and effective financing of MZs by local governments; (iii) information services provided by MZs ; (iv) gender-equality, social inclusion and community hubs; and (v) citizen participation mechanisms.

Each aspect of the MZ model will respect the principles of equality and transparency, leaving no one behind. The successful products and approaches (such as gender-sensitive methodologies for amendment of municipal statutes, managing community hubs, organizing citizen forums, etc.) accumulated so far will be utilised to speed up the process.

The final stage of the local dialogues will be the validation of the localized MZ visions by all MZs within each local government. Validation workshops for all MZs and LG staff to familiarize with the MZ Vision will be organized by the MZ Project in close coordination with selected Responsible Parties.

Assistance under this task will be offered in the form of analytical and expert support. Facilitation of local dialogues will be conducted through engagement of local facilitators wherever possible, with backstopping of the responsible partner.

Expected result 1.1. Localized MZ vision models are agreed upon as a result of dialogues engaging local governments, MZ and communities

The expected timeframe for delivery of Task 1 is six months

³ Developed set of regulations, procedures, and recommendations for efficient and transparent work of MZs

YEAR					
1	2		3		
MONTHS					
6	12				

Proposers are expected to suggest which experts will be engaged in delivery of Task 1, what will be their concrete role and planned level of effort (expert-days).

Task 2: Support development of local government gender-sensitive regulatory frameworks for enhanced MZ functioning and representation based on the localized MZ Vision and support its adoption in all partner LGs

Based on achievements of the previous task, the thematic experts will draft recommendations in each local government for improvement of the local regulatory frameworks of local governments, towards an enabling environment for a renewed role and function of MZs. In this process, the local experts will identify the most appropriate ways to embed the MZs’ voices in the annual planning and budgeting cycle.

It is necessary to develop expert recommendations in each LG for institutional set up of local government financing instruments to support MZ needs and gender responsive community priorities. Furthermore, Responsible Parties will develop expert recommendations in each LG for improvement of the municipal development management frameworks to enable systemic voicing of MZs in the annual planning and budgeting cycle. Expert recommendations in each LG will be developed for institutional set up of local government financing instruments to support MZ needs and community priorities. Along this process, the Responsible Parties will strive for the full synergy with the achievements and methods existing, especially with regards to improvement of the institutional set up of local government financing instruments to support MZ needs and priorities, including the potential for applying on-budget support within partner local governments. Legal experts will offer advisory and mentoring support to partner local governments and MZs in defining a roadmap that describes the necessary regulatory changes to enable implementation of the localized MZ visions, with focus on instituting MZs within the local development management cycle, as well as introducing municipal/city financing mechanisms that support MZs’ work and contribute to the realisation of community-defined priorities. Legal roadmap that describes all necessary regulatory changes/new acts to enable the implementation of all elements of the localised MZ vision will be developed. Responsible Parties will facilitate presentation of the comprehensive gender sensitive legal reform packages to municipal councils in each partner LG.

Local governments will be supported by Responsible Parties in presenting the draft comprehensive gender-sensitive legal reform packages to their municipal councils. Then, the UNDP Project team will monitor the political dialogue around the formal adoption of the proposed legal packages in each partner local government.

In relation to the municipal financing instruments, the responsible partner will explore ways to reinforce sustainable financing for MZs’ priorities and MZ work by the local government budgets:

- (i) “Permanent” budget lines: introduce targeted, “permanent” annual budget line to: support selected implementation of MZ-level priorities legitimately identified through the citizen forums; to offer development-oriented financial support to the least developed MZs within the local government.
- (ii) Competitive Public Calls for Proposals: introduce thematic financing schemes which may be different each year depending on the priorities or opportunities. Such schemes may be, for example, inter-MZ initiatives; award best performing MZ champions (based on the MZ vision localised set of indicators);

Assistance under this task will be provided as a combination of legal and financial expert advice and mentoring support. The MZ Project team will provide gender expertise, the light facilitation and necessary logistical support.

Each MZ model will be fully institutionally, financially and legally anchored within the respective local government framework, serving as a blueprint for system-wide replication. In that process, the RPs will facilitate stronger engagement and committed support by Municipal Councils, especially in review and adoption of the new regulatory/policy frameworks that institutionalise the MZ-vision. In addition, the voice and supportive role of mayors and senior local government staff will also be critical, to ensure democratic enforcement of the new frameworks.

Expected result 1.2. Local government gender-sensitive regulatory frameworks for enhanced MZ functioning and representation based on the localized MZ Vision drafted in a participatory process and adopted

The expected timeframe for delivery of Task 2 is 12 months

YEAR					
1		2		3	
MONTHS					
6	12	18	24	30	36

Proposers are expected to suggest which experts will be engaged in delivery of Task 2, what will be their concrete role and planned level of effort (expert-days).

Task 3: To organize and enhance capacity development of partner LG teams and MZs to acquire adequate technical capacities, tools and skills to effectively steer community-led gender-responsive local development.

Implementation of the new regulatory framework will be equally ambitious for local governments and their MZs. Therefore, new knowledge and skills should be provided to the local staff and MZ representatives through practical and interactive trainings on digital skills and skills of the future: critical thinking, innovation and leading change within communities. The capacity-building efforts will also be aimed at familiarizing local governments and MZs with the MZ vision and acquiring skills for moderation of citizen forums for prioritization of community needs. As a result of these efforts, local governments and MZs will acquire enough technical capacities, tools and skills for steering people-centered local development.

Minimum following workshops and training are expected to be organized for MZ and LG representatives:

- Practical training on digital skills for MZ staff (1 representative from each partner MZ).
- Interactive trainings on skills of the future (i) critical thinking, (ii) innovation and (iii) leading change within communities (minimum 1 representative from each partner LG and MZ).

Assistance under this task will be provided through interactive events and in line with partners’ preferences. Classical trainings and ex-cathedra lectures will be avoided. Instead, the Responsible Parties will support creation of adaptive tools and inspiring learning environment. ICT tools will be used as much as these are of interest and can be absorbed by the participants. It is mandatory to ensure that each project partner LG and MZ will use web platform designed for MZs. Use has to be active and representatives of LGs and MZs will need support in learning of active use and exchange of experience, as well as motivating general population from partner MZs to use it.

A capacity development expert with a university degree for the development of training materials necessary for the organization of planned trainings, as well as the implementation of planned trainings will be hired directly by UNDP and directed to selected responsible partners for the implementation of this activity.

Core staff of selected Responsible Parties/CSO will receive training on Facilitation of ⁴MZ Forums. MZ representatives will organize Forums in line with existing methodology, at least once annually in each partner MZ. RP staff will support MZ representatives in organization of Forums, as well as monitor realization of it within LG budgets, etc. It is necessary to monitor defined MZ priorities, implementation of it, and facilitate fundraising for implementation of priorities.

Expected result 1.3. Partner LG teams and MZs have acquired adequate technical capacities, tools and skills to effectively steer community-led, gender responsive local development.

The expected timeframe for delivery of Task 3 is 18 months

YEAR					
1		2		3	
MONTHS					
6	12	18	24	30	36

Proposers are expected to suggest which experts and required assistance will be engaged in delivery of defined tasks and what will be their roles and planned level of effort (expert-days).

A capacity development expert for the development of materials necessary for the organization of planned trainings, as well as the implementation of planned trainings will be hired directly by UNDP and directed to selected responsible partners for the implementation of this activity. In this way, the same quality of training in the field of work of all selected responsible partners and 41 local governments will be ensured.

12. Main results and deliverables

The implementation of the tasks within this ToR will be supervised and quality assured by the UNDP. The following outputs are expected:

☐ **Task 1 main result:** Localized MZ vision models are agreed upon as a result of dialogues engaging local governments, MZ and communities;

Overall indicators and targets to be reached within task 1

Indicator: # of localized MZ vision models endorsed by MZ Councils and local government councils.

Baseline: 0 (2019).

Target:

⁴ The Citizens' Forum is an advisory consultation form of citizen participation in the decision-making processes. Forum gives opportunity to citizens to select priorities of their communities and propose solutions. UNDP will provide Guideline on Citizens Forum to successful applicants.

Geographic area	Specific target # of localized MZ vision models endorsed by MZ Councils and local government councils. (2022)
1	10
2	11
3	9
4	11

Indicator: Number of people (40% women) who took part in localizing of the MZ vision.

Baseline: N/A (2019).

Target:

Geographic area	Specific target for geographic area (2022).
1	672 people (40% women) took part in the localizing of the MZ vision (2022)
2	393 people (40% women) took part in the localizing of the MZ vision (2022)
3	728 people (40% women) took part in the localizing of the MZ vision (2022)
4	707 people (40% women) took part in the localizing of the MZ vision (2022)

☐ **Task 2 main result:** Local government gender-sensitive regulatory frameworks for enhanced MZ functioning and representation based on the localized MZ Vision developed and adopted in all partner LGs;

Overall indicators and targets to be reached within task 2:

Indicator: # of adopted local gender-sensitive government regulatory documents that ensure enhanced MZ functioning and sustainability.

Baseline: 0 (2019).

Target:

Geographic area	Specific target for geographic area # adopted local gender-sensitive government regulatory documents that ensure enhanced MZ functioning and sustainability. (2022)
1	10

2	11
3	9
4	11

Indicator: Number of partner local governments that have adjusted their local development planning and budgeting procedures to ensure effective engagement of MZ throughout the policy cycle.

Baseline: 0 (2019).

Target:

Geographic area	Specific target for geographic area # partner local governments that have adjusted their local development planning and budgeting procedures to ensure effective engagement of MZ throughout the policy cycle. (2022)
1	8
2	9
3	7
4	9

Indicator: Number of partner local governments that introduced targeted public financing mechanisms to support MZ-level priorities through local budgets.

Baseline: 3 (2019).

Target:

Geographic area	Specific target for geographic area # partner local governments that introduced targeted public financing mechanisms to support MZ-level priorities through local budgets. (2022)
1	8
2	9
3	7
4	9

☐ **Task 3 main result:** Partner LG teams and MZs have acquired adequate technical capacities, tools and skills to effectively steer community-led gender-responsive local development

Overall indicators and targets to be reached within task 3

Indicator: # of local government elected officials and staff who have improved skills, tools and capabilities for dialogue and community led support to MZs.

Baseline: 50 local government elected officials and staff have improved skills, tools and capabilities for dialogue and community-led support to MZs (2019).

Target:

Geographic area	Specific target for geographic area # local government elected officials and staff have improved skills, tools and capabilities for dialogue and community-led support to MZs (2022).
1	40
2	40
3	40
4	40

Indicator: # of MZ who have strengthened technical, organizational and human capacity to voice out citizen needs.

Baseline: 136 (2019).

Target:

Geographic area	Specific target for geographic area # of MZ who have strengthened technical, organizational and human capacity to voice out citizen needs (2022).
1	50
2	49
3	45
4	55

13. Administrative Arrangements

Stakeholders relations and liaison with partners will be of the utmost importance for the successful implementation of the project. It is requested that the project proposal clearly and in sufficient details explains the stakeholders' relations strategy and plans. The project will be implemented directly in 41 LGs and 199 local communities; therefore, it is crucial to have a detailed plan on stakeholders' liaison taking into account and reflecting on the logistical requirements to maintain the good quality relations.

The Responsible Parties will organize internal monitoring and evaluation of implemented activities on the field, as well as reported data from LGs and MZs. Minimum data and indicators to be monitored are defined within this document.

The UNDP's role will be to quality assure processes and deliverables, as well as sustainably connect them to systems and policies; facilitate country-wide collaborations and dialogues; consolidate efforts at the system level; steer policy efforts and support institutional capabilities across government levels.

Day to day management of the activities will be devolved to the Responsible Parties. A strong performance regime will operate with regard to both qualitative and quantitative achievement of results and deliverables with monitoring and review on quarterly basis by UNDP Project team.

The UNDP will closely oversee the activities and work in close cooperation and coordination with the responsible party. UNDP will undertake verification of data reported by Responsible party on quarterly bases. UNDP will also provide, if necessary, technical support and information.

Reports and supporting products and deliverables should be submitted to the UNDP in electronic form upon completion of each task.

Successful applicants will sign a [Standard Responsible Party Agreement](#).