

Updated April 2020

Rules and Regulations of MAOF Business Support Services in Local Space

1. General

- 1.1. The MAOF Business Support Services that are operated by the Small and Medium-Sized Business Agency in the Ministry of Economy and Industry (hereinafter: "the **MAOF Services**", "the **SMBA**" and "the **Ministry of Economy and Industry**", respectively) are among the range of services offered by the Ministry of Economy and Industry to encourage and promote the small and medium-sized business (SME) sector in Israel.
- 1.2. The MAOF Services will provide entrepreneurs and enterprises with assistance by various means in areas related to their needs with the purpose of encouraging the growth of SMEs in the area and to improve the local economy.

2. Business Support Services in local space

- 2.1. Business promotion consulting services in the local authority in light of the coronavirus crisis, as described in Section 5.
- 2.2. Consultation for improving the local authority's doing business index, as described in Section 6.
- 2.3. Project to identify residents' needs, as described in Section 7.
- 2.4. Office Space track, as described in Section 8.
- 2.5. Procurement Management Forum, as described in Section 9.
- 2.6. Business Promotion Forum, as described in Section 10.
- 2.7. Project to Improve the local physical environment in business parks, as described in Section 11.
- 2.8. Startup-promotion networking, as described in Section 12.

3. Threshold conditions for receiving Business Support Services

In order to receive service, please sign the Business Support Services Application Form (Appendix I).

4. Process for receiving Business Support Services

The Business Support Services include a business process mapping session as well as assistance and support in setting up your business, as outlined in the "Rules and Regulations for Business Support Services".

5. Business promotion consulting services in the local authority in light of the coronavirus crisis.

5.1. Background

The slowdown in business activity and restrictions on movement and trade due to the spread of the coronavirus, pose great challenges to the business sector. Under these circumstances, the importance of a local economy is growing, and the need for a local policy for managing the present crisis and exiting the crisis in the future, is evident. The Small and Medium Business

Agency (SMBA) is offering a consulting program to address the economic challenges in the local arena.

5.2. Project outcomes

Business consultants will provide guidance for developing an action plan in a variety of areas, including the following:

- 5.2.1. Community management and building community economic resilience. Connection between the sectors of the business community, the business owners and stakeholders who handle businesses.
- 5.2.2. Local procurement consulting: marketing and advertising; establishing an online platform for buying or advertising businesses; increasing local authority procurement from local businesses; encouraging procurement among businesses, including a connection between large and small businesses.
- 5.2.3. Development of local authority services: business information center; means of transferring information to businesses; development of local authority services to businesses in crisis.
- 5.2.4. Organizational consulting: the role of the one responsible in the local authority for businesses; management of the entities in the local authority who interface with businesses; information flow, division of labor, remote workforce management; building an emergency management work plan, and developing emergency work procedures.
- 5.2.5. Consultation in other relevant areas.

5.3. Cumulative conditions of entitlement for local authority participation in this project.

- 5.3.1. Obtain the SMBA's approval of entitlement to participate in the program.
- 5.3.2. The consultation hours are only available until November 20, 2020.
- 5.3.3. The local authority has a one-time entitlement.

5.4. Scope and cost of the assistance.

- 5.4.1. A local authority with 50,000 residents or more will be entitled to up to 150 hours of consultation.
- 5.4.2. A local authority with less than 50,000 residents will be entitled to up to 100 hours of consultation.
- 5.4.3. The cost of an hour's consultation is NIS 58.5 including VAT.

5.5. Work procedure

- 5.5.1. A local authority is obligated to undergo business process mapping (at no cost) prior to receiving consulting services.
- 5.5.2. A local work team will be set up together with the local authority, a MAOF consultant and a MAOF representative.
- 5.5.3. The consultation sessions will be subject to MAOF terms and procedures.

6. Consultation for improving the doing business index in the local authority

6.1. Background

The Ministry of Economy and Industry, via the SMBA, offers a plan for the transition of local authorities from a passive approach to an active approach of encouraging, promoting and developing enterprises under its jurisdiction, in accordance with the indices reviewed by the SMBA in the doing business index in the local authorities.

6.2. Project outcomes

- 6.2.1. A plan of action on the part of the consultant to encourage business promotion and development within the local authority based on principles for improving the procedures of assistance to businesses in the local authority in accordance with the doing business index.

6.3. Cumulative conditions of entitlement for local authority participation in this project

- 6.3.1. A local authority that participated in the local authorities' doing business index survey, Section 4.6.
- 6.3.2. The SMBA's authorization of entitlement to participate in the program is valid for three months. (The program commences within three months from the date the authorization of entitlement is issued.)
- 6.3.3. The authority has one-time entitlement.
- 6.3.4. Priority in budget allocation for this project is in accordance with the date the said local authorities submit their application.

6.4. Scope of assistance

- 6.4.1. 200 consulting hours at a cost of NIS 93.6 including VAT per consulting hour.

6.5. Work process

- 6.5.1. A local authority is obligated to undergo business process mapping (at no cost) prior to receiving consulting services.
- 6.5.2. A local work team will be set up together with the local authority, a MAOF consultant and a MAOF representative.

6.5.3. The consultation sessions will be subject to MAOF terms and conditions.

6.6. List of local authorities:

Tel Aviv-Jaffa	Hadera	Bat Yam	Umm al-Fahm
Jerusalem	Givatayim	Bnei Brak	Kiryat Ata
Haifa	Hod Hasharon	Ashkelon	Yavne
Ramat Gan	Modi'in-Macabim-Re'ut	Eilat	Beit Shemesh
Rishon LeZion	Ramla	Ramat Hasharon	Karmiel
Petach Tikva	Lod	Nazareth	Kiryat Gat
Netanya	Rosh Ha'ayin	Emek Hefer	Acco
Holon	Nahariya	Drom Hasharon	Baqa al-Gharbiyye
Herzliya	Or Yehuda	Mateh Yehuda	Kiryat Motzkin
Ashdod	Tiberias	Emek Yezreel	Nesher
Beersheba	Kiryat Bialik	Hevel Modi'in	Beer Tuvia
Raanana	Afula	Hof Hacarmel	Hof Hasharon
Kfar Saba	Ness Ziona	Rechovot	Kiryat Malakhi
Hevel Yavne	Yarka	Mateh Asher	Nazareth Illit
Arraba	Sakhnin	Tamra	Upper Galilee

7. **Identifying needs of residents**

7.1. **Background**

The Ministry of Economy and Industry and the SMBA proposes a program that will provide entrepreneurs and enterprises access to a support and knowledge package of training and consulting tools, assistance, benefits and municipal support, all by means of a database created using a smart survey for residents.

The proposed program is based on a smart survey for residents aimed at identifying local demand that can assist entrepreneurs in deciding on the best location and clients for their enterprise, and at identifying municipal support tools available in the local authorities.

7.2. **Goal of project**

7.2.1. To provide local entrepreneurs and enterprise owners access to updated and detailed business information regarding the needs of the city's residents and the existing demand among the residents for new businesses and services.

7.2.2. This business information will reduce the economic risk involved in setting up a business and increase certainty regarding the local market situation and the future of the potential business. The SMBA will concurrently offer entrepreneurs and enterprise owners a Business Support Services package, adapted to their needs.

7.3. **Implementation and method**

7.3.1. **Stage 1 – Preparation of a plan to adapt the survey to the local authority.**

7.3.1.1. Characterization and adaptation requirements for a survey on a platform developed by the SMBA. The survey questionnaire will be individually adapted for each local authority participating in the project and the conclusions drawn from the survey will also be individual for each local authority, with an emphasis on being highly informative.

7.3.1.2. Establishing a joint forum of relevant entities in the process.

7.3.1.3. Training the relevant entities in the process.

7.3.1.4. Round table of all relevant municipal players.

7.3.1.5. Preparation of a marketing plan.

7.3.2. **Stage 2 - Marketing and distribution of the survey and data analysis**

7.3.2.1. Marketing and distribution of survey among residents.

7.3.2.2. Data analysis of survey and adapting the results to urban needs.

7.3.2.3. Preparing a system for presenting the data as a tool for identifying urban demand.

7.3.3. **Stage 3 - Launch**

7.3.3.1. Conference to present and discuss survey data.

7.3.3.2. Gathering applications from entrepreneurs who wish to use the information and establish businesses that will meet the residents' needs, as indicated in the survey. Potential entrepreneurs will be invited to individual meetings and will begin the process of setting up their enterprise with the assistance of the SMBA and the wide range of tools it offers.

7.4. **Cumulative conditions of entitlement to local authority participation in this project**

7.5. **An application to participate in the project must be submitted by December 31, 2019, after which date it will not be possible to submit an application to participate in the track.**

7.5.1. The undertaking of the local authority to participate in the costs of the project, as detailed below.

- 7.5.2. The SMBA's authorization to begin the project within 3 months from the date the authorization of entitlement is issued.
- 7.5.3. The service deadline is **November 20, 2020**.
- 7.5.4. Priority in budget allocation for this project is in accordance with the date the said local authorities submit their application.
- 7.5.5. The SMBA will participate in every actual expense only after the local authority has paid 50% of the expense.

7.6. SMBA responsibilities

- 7.6.1. To provide consultation on adapting the tool to the relevant local authority and to prepare a plan of action and to finance 50% of the total expenditure up to NIS 29,250, including VAT.
- 7.6.2. To participate in the data analysis and to create a finished product for identifying demand and to finance 50% of the total expenditure up to NIS 29,250, including VAT.
- 7.6.3. The SMBA expects that at least 2% of residents will fill out the questionnaire.
- 7.6.4. To participate in the preparation of a major urban conference, together with the local authority, to present and discuss the results of the survey, and to finance up to NIS 17,550, including VAT, of the conference expenses.
- 7.6.5. To hold meetings with entrepreneurs and enterprise owners who wish to use the MAOF Services as outlined in the Rules and Regulations.

7.7. Local authority responsibilities

- 7.7.1. To adapt the survey to the relevant local authority and to prepare a plan of action, and to finance 50% of the total expenditure up to NIS 29,250, including VAT.
- 7.7.2. To market and distribute the survey among the residents in accordance with the approved plan.
- 7.7.3. To participate in the data analysis to be carried out by an external company and to create a finished product for identifying demand, and to finance 50% of the total expenditure up to NIS 29,250, including VAT.
- 7.7.4. To allow the results of the demand survey to be viewed online and to send the data to the local MAOF branch.

8. Office Space track

- 8.1. **Goal** – to increase the stability and profitability of enterprises operating in shared office space or a number of businesses that share common characteristics or interests, even if they are not

physically in the same space. This is done by improving shared elements, such as upgrading the physical space, joint marketing operations, branding, etc.

8.2. Entitlement to consultation

8.2.1. A group of 10 or more enterprises who have joined forces to jointly obtain MAOF services and that meet the following two conditions:

8.2.1.1. The group of enterprises has not previously received MAOF Services as a group.

8.2.1.2. Each of the enterprises in the group meets the conditions of Sections 4.1-4.2 in the Rules and Regulations of MAOF Services.

8.3. Entitlement to a marketing grant:

8.4. An application to participate in the Office Space track - marketing grant must be submitted by December 31, 2019, after which date it will not be possible to submit an application to participate in the track.

8.4.1. A group of 10 or more enterprises incorporated in a legal entity (company, partnership, etc.) that has not previously received MAOF Services as an association.

8.4.2. Commitment of the local authority and / or the business association in the office space incorporated in a legal entity (company, partnership, etc.) to finance 50% of the operating costs in the office space, as outlined in a detailed marketing plan that will be submitted to the SMBA for approval. The marketing plan should emphasize the expected results of the plan, the considerations of the local authority in choosing the chosen office space, marketing and other activities, etc. that are expected to be carried out in the office space.

8.4.3. Each local authority is entitled up to two office spaces.

8.4.4. The SMBA's authorization of entitlement to participate in the program is valid for three months (the program will commence within three months from the date the authorization of entitlement is issued), and until **November 20, 2020**.

8.5. Scope of assistance

8.5.1. Office space consulting

8.5.1.1. A group of 10 to 20 enterprises will be entitled to up to 150 consulting hours. Entitlement must be exercised within two years from the date of completion of the process mapping for the group of enterprises.

- 8.5.1.2. A group of over 21 enterprises will be entitled to up to 200 consulting hours. The entitlement must be exercised up to two years from the process mapping session.
- 8.5.1.3. Depending on the need and according to the decision of the business development manager, an additional 50 consulting hours may be allocated.
- 8.5.1.4. Entitlement under this track does not impair the entitlement of any enterprise in the business group to individually participate in the consulting track, under Section 6 to the Rules and Regulations of the MAOF Services.
- 8.5.1.5. The participation fees in respect of this track appear in Section 11 of the Table of Rates in Appendix IX to the Rules and Regulations of MAOF Services.

8.5.2. **Office space - marketing grant**

- 8.5.2.1. The scope of financing is up to NIS 140,400, including VAT, per year, for two years and up to 50% of total actual expenses based on an expense apportionment of NIS 11,700 per month, including VAT.
- 8.5.2.2. The consideration for payment of the grant will be made for expenses incurred from the date of incorporation of the legal body, or the date of the SMBA director's approval of the program, provided the legal body was incorporated after the SMBA director's approval.
- 8.5.2.3. The balance of the unutilized grant will be given for utilization thereafter and no later than December 2020. The SMBA will participate in the operating expenses of the office space, including branding, marketing, public relations and management expenses.
- 8.5.2.4. At the end of each quarter, there will be a settling of accounts between MAOF and the entity financing the marketing activity for the office space (the local authority or the enterprises operating in the office space, or both) and the method of apportioning expenses will be examined in the abovementioned manner.
- 8.5.2.5. The financing deadline is November 20, 2020.

9. **Forum for procurement managers**

- 9.1. **Primary goals** - To create processes and methods for increasing opportunities for SMEs; to enhance cooperation among the procurement managers in anchor institutions in the region and to leverage their joint purchasing power (purchasing budgets) in order to encourage and develop SMEs in the region and improve the local economy.

9.2. Secondary goals

- 9.2.1. Examine ways to create business opportunities in the region by connecting to regional anchor institutions and developing additional business opportunities.
- 9.2.2. Identify procurement needs in large organizations (anchor institutions) and their exposure to enterprises.
- 9.2.3. Exposure of enterprises (suppliers) to forum members (procurement managers at anchor institutions).
- 9.2.4. Business connect conferences and meetings (suppliers) with potential customers (anchor institutions).
- 9.2.5. Develop regional programs for promoting business in various fields, including tourism.
- 9.2.6. Be a platform for acquaintance and cooperation between the procurement managers in the region.
- 9.2.7. Share information about SMEs (suppliers) from the region and their capabilities.
- 9.2.8. Peer learning (forum members) from each other – round tables
- 9.2.9. Exchange information and connections (networking) about small and medium-sized suppliers from the region.
- 9.2.10. Create business communities – of anchor entities and SMEs

9.3. Partners

- 9.3.1. Local authority – mandatory
- 9.3.2. Anchor institutions and enterprises in the region.
- 9.3.3. Significant local economic entities.
- 9.3.4. Government bodies affecting local economy.

9.4. **Period of project**: One year from receiving SMBA authorization, and until November 20, 2020.

9.5. **The deadline for entering the program is December 31, 2019.**

9.6. Stages and components of project

- 9.6.1. Issuing a letter of request to the SMBA to approve the forum and specifying the local authority's main needs in using this platform; receiving operating approval from the SMBA, which is valid for 3 months (the program commences within three months from the date the authorization of entitlement is issued) and until **November 20, 2020**.
- 9.6.2. Startup session with the local authority and relevant MAOF representatives, which covers the following topics:
 - 9.6.2.1. Acquaintance with the business development program approved by the SMBA director.

- 9.6.2.2. Clarification and description of the main needs of the local authority for the purpose of establishing the forum, or how the forum will help to promote the needs of the local authority, with an emphasis on regional development / local economy.
- 9.6.2.3. Profiling the relevant businesses that will participate in the forum.
- 9.6.2.4. Joint decision on how to advertise and market the forum.
- 9.6.2.5. Coordinating expectations.
- 9.6.2.6. Assigning a responsible body on behalf of the local authority to support and participate in the forum.

9.7. General points

- 9.7.1. The meetings will be conducted frontally only.
- 9.7.2. Every meeting must be attended by a MAOF representative(s) of the moderating local authority and the MAOF branch manager.
- 9.7.3. A detailed work plan will be prepared with the participants in full cooperation with the local authority. The work plan will include the following: in-depth acquaintance meetings with each anchor institution and any other economic body that is a forum member; learning of specific procurement needs for each organization; SMEs will expose themselves in acquaintance meetings with anchor institutions; building a database of SMEs for the use of anchor institutions in the region, and more.
- 9.7.4. The forum will include at least 10 active members, and at least six annual meetings must be held.
- 9.7.5. No fee will be charged for forums with the local authorities.

10. Forum for the promotion of local economy and local enterprises.

- 10.1. **Primary goals:** To develop local economy and promote SMEs within the local authority.
- 10.2. **Secondary goals:** To serve as a platform for the local authority and SME owners to create and develop strategic plans for business growth in the local authority and in full cooperation with the local authority.
- 10.3. An application to participate in the project must be submitted by December 31, 2019, after which date applications will not be accepted. The track assistance and financing deadline is November 20, 2020.
- 10.4. **Partners in planning and meetings**
 - 10.4.1. A representative of the local authority / a number of local authorities – mandatory.
 - 10.4.2. A MAOF branch manager – mandatory.

10.5. **Entitlement to receive Business Support Services:**

10.5.1. A local authority with over 50,000 residents will receive SMBA approval to operate up to two forums simultaneously.

10.5.2. A local authority with less than 50,000 residents will be approved one forum only.

10.5.3. A local authority that has not previously received the aforementioned services.

10.6. **Stages and components of the project:**

10.6.1. Hold a startup meeting with the local authority to formulate the issues that the local authority wishes to raise on the forum; clarify and describe the main needs of the local authority in establishing the forum or how the forum will help to promote the needs of the local authority with an emphasis on regional development / local economy.

10.6.2. Issue a letter of request to the SMBA to approve the forum and specify the local authority's main needs in using this platform; receiving operating approval from the SMBA. The approval is for 3 months (the program commences within three months from the date the authorization of entitlement is issued) and is **valid until November 20, 2020**.

10.6.3. Additional startup meeting(s) with the local authority and relevant MAOF representatives. In the meeting(s) the following topics will be discussed:

10.6.3.1. Acquaintance with the Business Support Services approved by the SMBA director.

10.6.3.2. Clarification and description the main needs of the local authority for the purpose of establishing the forum or how the forum will help to promote the needs of the local authority, with an emphasis on regional development / local economy.

10.6.3.3. Profiling the businesses that will participate in the forum.

10.6.3.4. Joint decision on how to advertise and market the forum.

10.6.3.5. Coordinate expectations.

10.6.3.6. Assign a responsible body on behalf of the local authority to support and participate in the forum.

10.7. **General points**

10.7.1. Every meeting must be attended by a representative(s) of the local authority on behalf of MAOF and the MAOF branch manager.

- 10.7.2. A detailed work plan will be prepared with the participants in full cooperation with the local authority.
- 10.7.3. The forum will include at least 15 active members.
- 10.7.4. At least two forum meetings are to be held every quarter (a tour will be considered as two meetings).
- 10.7.5. No fee will be charged for forums with the authorities.
- 10.7.6. The meetings will be conducted frontally only.

11. Project to improve the local physical environment in business parks

11.1. Background

- 11.1.1. The SMBA through the MAOF Services offers a program to assist SMEs in improving the local physical environment of their business complexes, with the aim of increasing their profitability and chances of survival over time. Local authorities are characterized by business complexes, some of which are relatively new and modern and some of which are old-fashioned. The ability of the enterprises in the old-fashioned compounds to compete has been significantly affected by the construction of the new compounds and the SMBA is interested in helping these enterprises by giving them a competitive edge.
- 11.1.2. The budget allocated to the project is low, and its purpose is to examine the benefits of improving the local physical environment in the business complexes.
- 11.1.3. The local authorities will bear the burden and will participate in the costs of environmental development as much as possible.

11.2. Goal of project

- 11.2.1. To create a positive image for businesses.
- 11.2.2. To improve the appearance of the local physical environment in business parks.
- 11.2.3. To encourage local enterprises and increase their profitability.

11.3. Targets

- 11.3.1. Increase the income of participating enterprises.
- 11.3.2. Increase the chances of survival of participating enterprises.

11.4. Scope of assistance in collaboration with the local authority (all amounts include VAT)

- 11.4.1. SMBA participation in up to NIS 30,000, including VAT, of the expenses per enterprise and no more than 75% of the expenses against an invoice.

11.4.2. Changes in the percentage of participation in expenses will be decided upon by the SMBA.

11.5. **Terms of entitlement to choose the business complex:**

11.5.1. A business complex that includes a group of 10 or more enterprises.

11.5.2. Business complexes located within the jurisdiction of local or regional authorities for which there is a government decision in this matter, and in respect of which the SMBA believes that there is a need to implement the said plan.

11.5.3. Business complexes located in old city centers or businesses in the city suffering from neglect and poor appearance. For this purpose, businesses in private compounds (shopping malls, BIG centers, etc.) or in industrial zones will not be taken into account.

11.5.4. A detailed investment plan to be submitted to the SMBA for approval. The investment plan should emphasize the expected outcomes of the plan, the considerations of the local authority when choosing the chosen business complex, additional expected operations in the business space, etc. The undertaking of the local authority or the enterprise operating in the business complex, or both of them, to finance their part of the cost of the project as will be outlined in a detailed investment plan to be submitted for the approval of the SMBA. The investment plan must emphasize the expected results of the plan, the local authority's considerations for selecting the chosen business complex, other additional expected activities in the business complex, etc.

11.5.5. The SMBA's authorization of entitlement to participate in the program is valid for three months (the program commences within three months from the date the authorization of entitlement is issued.)

11.5.6. The SMBA will approve up to 2 business complexes per local authority.

11.6. **Implementation and methods:**

Implementation of the plan consists of the following stages:

11.6.1. Preliminary meeting of a MAOF representative with entitled enterprise owners.

11.6.2. Examining an investment plan in cooperation with the local authority and the enterprises in the local space.

11.6.3. The establishment of a follow-up committee to follow up the plan, which will be composed of a MAOF representative, business representatives and a representative of the local authority.

11.6.4. Execution of the investment plan and sending a payment request to MAOF.

12. **Startup-promotion networking**

12.1. **General background**

Small businesses form the core of the local economy - they provide services and products that meet a variety of residents' needs, create new and important jobs for the social, community and cultural fabric of the local authority.

Today, only a small number of local authorities in Israel have a body responsible for the development and promotion of small enterprises, and in most of them the local authority's interaction with enterprises is through the Business Licensing Division.

The Ministry of Economy and Industry, through the SMBA, offers a professional, unified program designed for senior business development executives in the local authorities.

12.2. **Goals**

12.2.1. To promote and develop a local economy and create a supportive business environment.

12.2.2. To create a national platform for peer learning, networking, inter-city collaborations, and to transfer information and knowledge with regards the SME sector.

12.2.3. To encourage the establishment of an urban body that addresses the SME sector.

12.3. **Entitlement to receive Business Support Services:**

Only 50 places are allocated to each course, so the following cumulative entitlement conditions apply to a local authority's participation in this program:

12.3.1. Each local authority is allocated one representative.

12.3.2. The representative must be a local authority employee or an employee of the local authority's economic development corporation.

12.3.3. The head of the local authority will write (an email) to the SMBA director requesting participation in the program. The email will include details of the local authority's representative.

12.3.4. Representatives will be registered to the program in the order in which they register for the program, i.e. on a first come, first served basis.

12.3.5. The program deadline is November 20, 2020.

12.4. **Scope of assistance**

12.4.1. **Training sessions to promote business in the local authorities**

12.4.1.1. 10 sessions, 60 academic hours, to be held throughout the country.

12.4.1.2. Session topics: The SME sector and local economic development; The enterprise owner and the local authority; Startup-promotion networking –

strategy and main principles; Regional planning in view of business promotion; Business licensing - streamlining and reducing barriers; Digital networking; The promotion of urban innovation; The power of togetherness – getting organized, forums and work spaces, enterprises in the peripheral and rural areas; Presentations and summary.

12.4.1.3. The program is subject to change in accordance with needs on the ground.

12.4.1.4. The program will be administered by a leading instructor in parallel with professional lecturers.

12.4.1.5. A certificate will be given to participants who attend at least 80% of sessions.

12.4.1.6. Training sessions do not involve payment on the part of the local authority.

12.4.2. Individual consultation hours for building and implementing a strategic plan for business promotion

Authorities participating in the program may (if interested) receive consultation hours, according to the following conditions and scope:

12.4.2.1. 20 hours of subsidized consultation to be given during the training sessions.

12.4.2.2. 80 hours of subsidized consultation to be given after completion of the course, provided at least 80% of sessions were attended.

12.4.2.3. The cost of an hour's consultation is NIS 93.6 including VAT.

12.4.2.4. This is a one-time entitlement for every local authority.

12.4.3. **Work process**

12.4.3.1. MAOF representatives will accompany the local authority throughout the consultation process in accordance with SMBA procedures.

12.4.3.2. A local work team will be set up in collaboration with the local authority, a MAOF consultant and a MAOF representative.

12.4.3.3. Consultation and training services will be subject to MAOF terms and procedures.