

WATER SECTOR DEVELOPMENT AND INSTITUTIONAL SUPPORT (WADIS)

TECHNICAL ASSISTANCE TO THE PWA – TERMS OF REFERENCE

MARCH 2026



Report Title: Technical Assistance to the PWA – Terms of Reference

Document status: Final version

Client: Agence Française de Développement (AFD)

Consultant : Hydroconseil

Contract start date: 28/01/2026

Document submission date: 25/03/2026

Revision Number: 6

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Language: English

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TABLE OF CONTENTS

A. Background and context	8
A.1. Palestinian water, wastewater and reuse sector	8
A.2. Governance of the water, wastewater and reuse sector	9
B. Objectives of the WaDIS project and governance	11
B.1. Global objective	11
B.2. Specific objectives	11
B.3. Project governance	11
B.3.1. Steering Committee	13
B.3.2. Technical Committee	13
B.3.3. Gender Referent Group	14
B.3.4. PWA Project Management Unit.....	14
B.3.5. WSRC Project Management Unit	14
B.4. Gender Action Plan (GAP).....	15
C. Objectives of the assignment	16
D. Scope of Consultancy services	17
D.1. Activity 1: Institutional, legal and regulatory framework strengthening to support the implementation of wastewater and reuse sector reform and strategies (SO1)	17
D.1.1. Task 1: Provide institutional, administrative and technical support to 5 clusters as part of their development into RWUs.....	17
D.1.2. Task 2: Clarification of the institutional framework related to reuse of treated wastewater and sludge	21
D.1.3. Task 3: Feasibility study on centralized composting system for sludges at national level.....	22
D.1.4. Task 4: Support the PWA in organizing national/international conference	23
D.1.5. Task 5: Support the PWA in organizing study tours	23
D.2. Activity 2: Improve the capacity of key actors involved in wastewater and reuse sectors (SO2)	26
D.2.1. Task 1: Improve capacity of the PWA	26
D.2.2. Task 2: Improve the capacity of the WSRC.....	30
D.2.3. Task 3: Improve capacity of targeted SPs.....	31
E. Expected results	42
F. Provisional schedule for the services	47
G. Deliverables and reporting requirements	48
G.1. Deliverables.....	48
G.2. Format.....	49
G.3. Validation of deliverables.....	49
G.4. Language requirements.....	49

H. Profile of the consultant	51
I. Team composition and required expertise	52
J. Payment schedule.....	55
K. Implementation modalities	56
K.1. Meetings and coordination requirements.....	56
K.2. Procurement process support	56
K.3. Capacity building implementation modalities	56
K.4. Inputs to be provided by the Client.....	57
K.5. Inputs/facilities to be provided by the Consultant.....	57
K.6. Assumptions and Risks	57
K.6.1. Contextual and political risks	58
K.6.2. Institutional and operational risks	58
K.6.3. Financial and implementation risks	58
L. Annexes.....	59

FIGURES AND TABLES

Figure 1 Institutional structure of the wastewater and reuse sector in Palestine	10
Figure 2 WaDIS project governance scheme.....	12
Figure 3 Status of WWTP in the West Bank	40
Table 1 Clusters targeted for support	17
Table 2 Replacement clusters if the situation changes.....	18
Table 3 Provisional PWA study tour program	24
Table 4 SPs targeted for support.....	31
Table 5 Proposed training modules identified during the diagnostic phase for the SP training catalogue ..	32

ACRONYMS AND ABBREVIATIONS

Acronym	Definition
AFD	Agence Française de Développement
CMWU	Coastal Municipal Water Utility
EQA	Environmental Quality Authority
ESIA	Environmental and Social Impact Assessment
GAP	Gender Action Plan
GIS	Geographic Information System
GIZ	Gesellschaft für Internationale Zusammenarbeit
HR	Human Resources
IEC	Information and Education Campaign
KfW	Kreditanstalt für Wiederaufbau
KAP	Knowledge, attitude and practice
KPI	Key Performance Indicator
JSC	Joint Service Council
LGU	Local Government Unit
MoA	Ministry of Agriculture
MoFP	Ministry of Finance and Planning
MoLG	Ministry of Local Governments
MoWA	Ministry of Women Affairs
NGO	Non-governmental organization
NWC	National Water Company
O&M	Operation & maintenance
PPP	Public Private Partnership
PSI	Palestinian Standard Institute
PMU	Program Management Unit
PWA	Palestinian Water Authority
RWU	Regional Water Utility
SCADA	Supervisory Control and Data Acquisition
SOP	Standard Operating Procedures
SP	Service Provider
TA	Technical Assistance
TOR	Terms of Reference
ToT	Training of Trainer
TWW	Treated WasteWater
UN	United Nations
VC	Village Council
WaDIS	Water Sector Development and Institutional Support
WSRC	Water Sector Regulatory Council
WUA	Water User Association

WWTP	WasteWater Treatment Plant
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A. BACKGROUND AND CONTEXT

A.1. Palestinian water, wastewater and reuse sector

The water, wastewater, and reuse sectors in Palestine operate in a highly constrained political and institutional environment. Prolonged occupation, restrictions on access to land and water resources, movement limitations, and recurrent conflict, particularly in the Gaza Strip, continue to affect sector planning, investment, and service delivery. These constraints are compounded by rapid population growth, climate change impacts, and severe water scarcity, placing increasing pressure on existing infrastructure and institutions. As a result, improving governance, efficiency, and sustainability of water and wastewater services remains a critical national priority.

Over the past decades, the sector has benefited from significant support from international development partners. AFD has been present in Palestine since 1998, providing financing and technical assistance for infrastructure development, institutional strengthening, and policy reform, often in coordination with other donors including the European Union, the World Bank, GIZ, KfW, and UN agencies. Recent donor interventions have increasingly emphasized sector reform, capacity building, financial sustainability, and improved governance, alongside continued investments in wastewater treatment and reuse, such as the Water sector Development and Institutional Support (WaDIS) program.

A major milestone in the reform process was the adoption of the Water Law in 2014, which mandated the establishment of the Water Sector Regulatory Council (WSRC), a National Water Company (NWC), and Regional Water Utilities (RWUs). A core objective of the reform is consolidating a highly fragmented service provision landscape historically composed of more than 300 Service Providers (SPs) into four RWUs by 2023, three in the West Bank and one in Gaza. The consolidation entails transferring the responsibility for provision of water and wastewater services from Local Government Units (LGUs) and Village Councils (VCs) to RWUs, thereby consolidating service provision, leveraging economies of scale, and achieving substantial improvements in governance and performance. To date, three small-scale RWUs have been established in the West Bank – Jenin West, Tubas and North Jenin – while the Coastal Municipal Water Utility (CMWU) is designated to become the single RWU for the Gaza Strip. While a national roadmap guides the phased consolidation process, it remains complex in institutional, organizational, and financial terms.

In parallel, wastewater management and the reuse of treated wastewater (TWW) have gained increasing strategic importance in response to chronic water scarcity and restricted access to conventional water resources. Prior to 2015, reuse initiatives were largely small-scale, fragmented, and NGO-led, with limited institutional coordination. Since 2014, a more structured approach has gradually emerged, supported by policy reforms and donor-funded investments. In the West Bank, agricultural reuse of TWW has been implemented in several locations, notably Jericho and Tubas, while non-agricultural reuse has developed on a limited scale in some urban areas. However, initiatives in Jenin and Nablus have become inactive due to lack of support and settler-related access restrictions. Currently, eight Water User Associations (WUAs) are licensed in the West Bank, and two others are in the process of being registered in Beit Daja and Anin. In Gaza, earlier reuse pilots demonstrated significant potential, but large-scale initiatives have been severely disrupted following the escalation of conflict since October 2023. Overall, despite improved awareness and an evolving policy framework, the wastewater and reuse sectors continue to face substantial structural, institutional, and political challenges, particularly in scaling up reuse and ensuring sustainable operation.

In this context, the Client intends to engage the services of a Consultant to provide Technical Assistance in support of ongoing sector reform efforts and the strengthening of institutional, technical, and organizational capacities related to water services and treated wastewater reuse.

A.2. Governance of the water, wastewater and reuse sector

The water and sanitation sectors in Palestine are overseen by the **Palestinian Water Authority (PWA)**, which holds centralized responsibility for policy, planning, and large-scale project implementation. PWA remains the main counterpart for development partners and a key driver of sector reform, while gradually adjusting its role toward strategic steering.

The **Ministry of Agriculture (MoA)** also has a direct and key role in the development of reuse. Its mandate includes licensing of reuse activities, the definition of eligible crops, and the monitoring of impacts on soils and agricultural production. While the MoA has accumulated technical experience through pilot projects and donor-supported initiatives, there is a need to consolidate the role across the policy, regulatory and implementation, to institutionalize and scale up these local experiences.

The **Water Sector Regulatory Council (WSRC)** was established as an independent regulator responsible for monitoring and regulating water and wastewater service providers, including operational performance monitoring and tariff review. While WSRC has developed strong monitoring and reporting tools/process, its monitoring role and capacity in the sanitation sub-sector, particularly regarding the performance of Waste Water Treatment Plants (WWTPs), still needs to be strengthened.

The **National Water Company (NWC)**, foreseen by the Water Law as the national bulk water provider, is expected to be created through the transformation of the West Bank Water Department (WBWD). However, its role in relation to wastewater and TWW, particularly regarding large-scale conveyance and transfer infrastructure, remains to be further clarified.

Water and wastewater service provision remains highly fragmented, with 286 **Service Providers (SPs)** in the West Bank and 25 in Gaza, mostly municipalities and Joint Service Councils (JSCs), who operate without strong technical or financial oversight, leading to poor service delivery and unsustainable operations. To address this fragmentation, the Water Law mandates the progressive consolidation of SPs into **Regional Water Utilities (RWUs)** operating on a regional basis and reporting directly to the PWA.

In terms of wastewater reuse, **Water User Associations (WUAs)** are intended to play a key role at the local level, acting as the interface for TWW end users. Despite a legal framework allowing their establishment, only a very limited number of WUAs are currently operational. Clarifying their role and responsibilities and building their capacity remains a critical challenge for the scaling up of TWW.

Reporting and accountability in the sector depend on the legal status of the operator. While RWUs report directly to the PWA, municipal service providers and JSCs report to the Ministry of Local Government (MoLG). WUAs are expected to report to the MoA. This differentiated reporting framework has important implications for reform implementation.

Other public institutions also contribute to sector governance, including the **Environment Quality Authority (EQA)**, responsible for environmental regulation and discharge standards, and the **Palestinian Standards Institute (PSI)**, which develops technical standards. The figure below presents the main stakeholders involved in the water, wastewater and treated wastewater reuse sectors and illustrates their respective roles and institutional relationships under the 2014 Water Law.

The following figure presents the key stakeholders in the wastewater and reuse sector according to the 2014 Water Law.

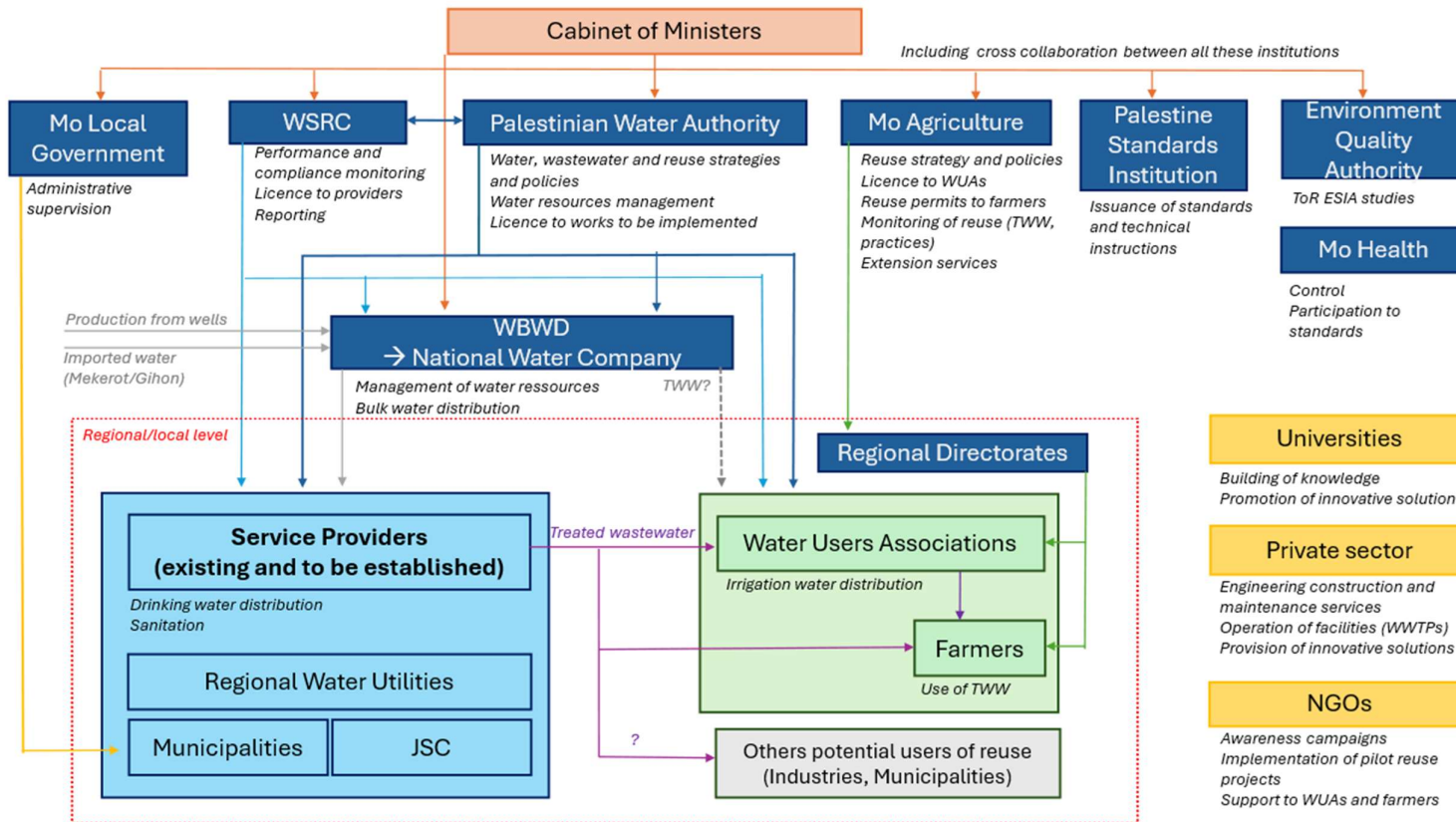


Figure 1 Institutional structure of the wastewater and reuse sector in Palestine

B. OBJECTIVES OF THE WADIS PROJECT AND GOVERNANCE

B.1. Global objective

Improve and reinforce the sector of wastewater and reuse management in Palestine.

B.2. Specific objectives

The WaDIS project aims to achieve

- **Specific Objective 1 (SO1):** Strengthen institutional, legal and regulatory framework to support the implementation of wastewater and reuse sector reform and strategies.
- **Specific Objective 2 (SO2):** Improve the capacity of key actors involved in wastewater and reuse sectors.
- **Specific Objective 3 (SO3):** Improve knowledge to facilitate the development of reuse
The results of this objective are covered by activities exclusively under the responsibility of the MoA.

The Logical Framework of the project is shared in the [appendix](#).

B.3. Project governance

Given its cross-cutting scope, covering both sanitation and TWW reuse, the project will be implemented by three institutions: PWA, MoA and WSRC.

Although these entities share common strategic objectives, they will be responsible for distinct outputs and activities, as detailed in the logical framework and the roles and responsibilities of key project stakeholders in the appendix.

To ensure alignment, coordination and operational synergies, various committees, teams and working groups will be formed as detailed below.

Furthermore, to facilitate overall monitoring and coordination of the project, AFD will also recruit a locally based Institutional Consultant who will act as the Project Coordinator.

The overall project governance structure is the following:

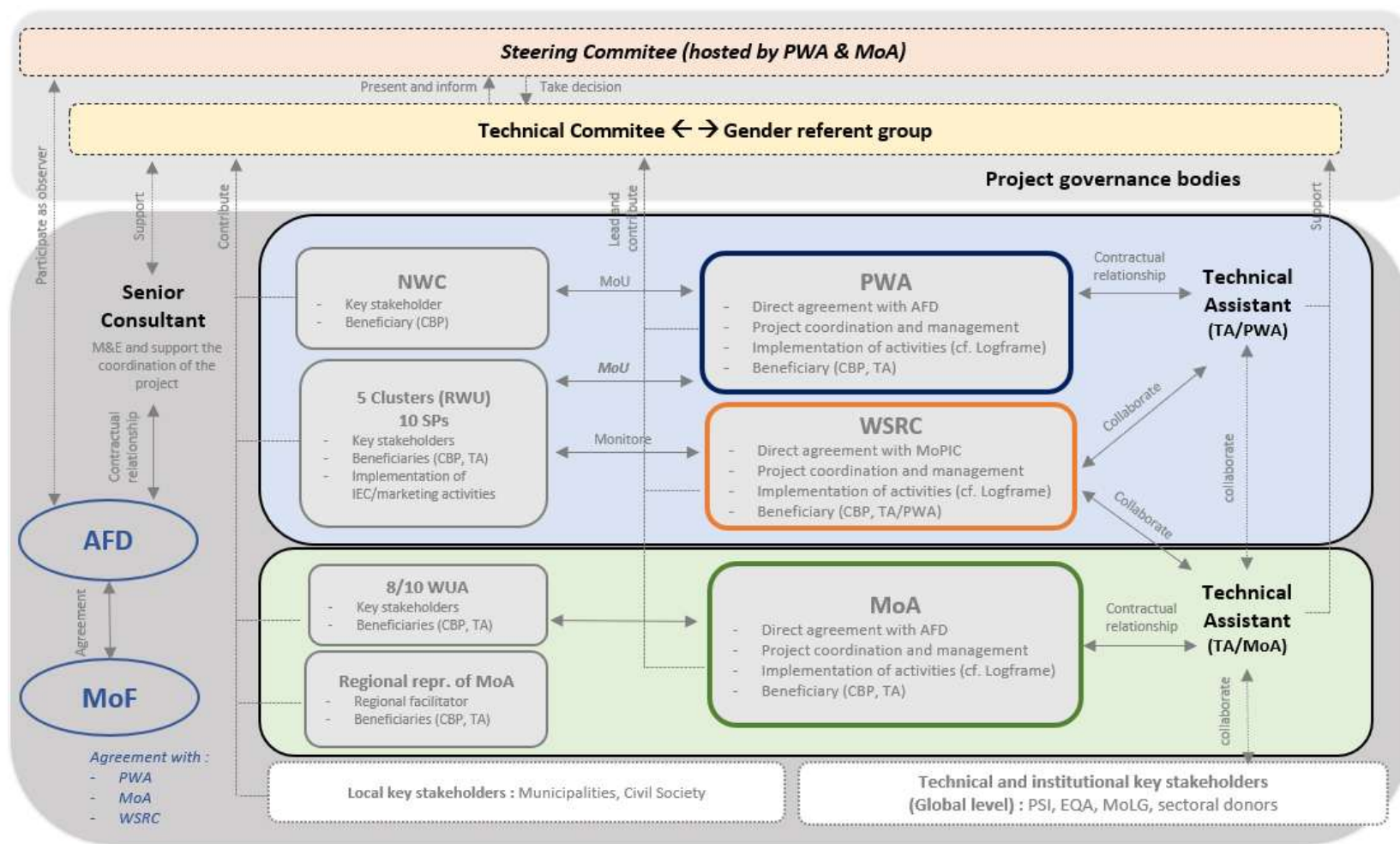


Figure 2 WaDIS project governance scheme

B.3.1. Steering Committee

The Steering Committee sets the program's guidelines and is responsible for its management, supervision and control. Its main responsibility is to ensure that the program achieves its initial expected results.

The Steering Committee will be composed of:

- PWA (co-chair position)
- MoA (co-chair position)
- Project Directors and Managers (PWA, MoA and WSRC)
- MoLG
- MoFP
- Project Coordinator (recruited by AFD)
- AFD (observer)

Tasks:

- Approve and monitor budget planning and execution,
- Approve and monitor the proper execution of the procurement plan,
- Validate and approve all modifications made to the Program Manual.

Depending on the agenda, technical institutions may be invited on an ad hoc basis to facilitate decision-making.

The presence of women on the steering committee will be sought in order to achieve gender balance as far as possible.

The Steering Committee will meet on a semi-annual basis, hosted alternatively between PWA and MoA.

B.3.2. Technical Committee

The Technical Committee is an advisory body established to provide technical and oversight support during the implementation of a project. Its main purpose is to ensure that the project is aligned with objectives, follows technical standards and delivers expected results.

The Technical Committee will be composed of:

- Project Manager and activity focal points (PWA, MoA and WSRC)
- Gender project referent (PWA and MoA)
- TA (PWA and MoA)
- Project Coordinator (recruited by AFD)
- NWC
- Targeted SPs
- Targeted WUAs
- PSI
- EQA

Tasks:

- Propose strategic direction to the Steering Committee if requested,
- Review key technical documents, studies and deliverables to ensure quality and compliance with standards,
- Advise on key operational and technical decisions (e.g. methodology, risk mitigation),
- Review progress reports, performance indicators and risks,
- Provide recommendations to improve implementation,
- Propose corrective measures when bottlenecks are identified,
- Approve the final list of Clusters, SPs and WUAs targeted for the project.

Depending on the agenda, other technical institutions may be invited on an ad hoc basis to facilitate decision-making.

The presence of women on the technical committee will be sought in order to achieve gender balance as far as possible.

The Technical Committee will meet on a monthly basis, hosted alternatively between PWA and MoA.

B.3.3. Gender Referent Group

The Gender Referent Group will be composed of members from the two key reform leaders (PWA and MoA), targeted Gender Units (Ministry of Women's Affairs, Ministry of Social Development, MoLG) and key representatives from the sector's key institutions (WSRC, donors, etc.)

This gender referent group will be managed by the two gender referents proposed by PWA and MoA.

Tasks:

- Oversee the communication, dialogue and coordination activities of the GAP.
- Ensures that the GAP is properly implemented through review of key technical documents, studies and deliverables to ensure compliance and tracking of gender indicators.
- Be a consultative body for all structuring document (legal/regulatory document, ToR of studies, ToR of IEC/marketing campaign, reports, etc).
- Be a driving force for the better integration of gender in general in the project's achievements and governance.
- Report progress to the Technical Committee and/or the Steering committee.

The Gender Referent Group will meet on a semi-annual basis, hosted alternatively between PWA and MoA.

B.3.4. PWA Project Management Unit

The PWA Project Management Unit (PMU) will be composed of:

- 1 Project Director
- 1 Project Manager
- 1 Web platform focal point
- 1 Water Quality General Directorate/ Central Lab focal point
- 1 Project Accountant
- 1 Procurement manager
- 1 Project gender focal point

3 of the 7 positions shall be women to reach a gender balance.

Tasks :

- Ensure that the Specific Objectives, and outcomes under PWA responsibility are achieved on schedule and on budget.
- Coordination with other project.
- Project management (relating to his share of responsibility for the project).
- Procurement management (according to the procurement plan).
- Financial planning and monitoring (relating to his share of responsibility for the project).
- Project indicators monitoring (relating to his share of responsibility for the project).
- GAP indicators monitoring (relating to his share of responsibility for the project).
- Quarterly, semi-annual and annual reporting (relating to their share of responsibility for the project).
- Inform the Steering Committee of the project's progress and any obstacles
- Co-lead of the Technical Committee with MoA
- Co-lead of the Gender referent group with MoA

B.3.5. WSRC Project Management Unit

The WSRC Project Management Unit (PMU) will be composed of:

- 1 Project Manager
- 1 RWU development focal point
- 1 Sanitation operation, performance and compliance monitoring focal point

At least 1 of the 3 positions shall be a woman to reach a gender balance.

Tasks :

- Ensure that the Specific Objectives, and outcomes under WSRC responsibility are achieved on schedule and on budget.
- Coordination with other project.
- Project management (relating to his share of responsibility for the project).
- Procurement management (according to the procurement plan).
- Financial planning and monitoring (relating to his share of responsibility for the project).
- Project indicators monitoring (relating to his share of responsibility for the project).
- GAP indicators monitoring (relating to his share of responsibility for the project).
- Quarterly and annual reporting (relating to his share of responsibility for the project).
- Inform the Steering Committee of the project's progress and any obstacles
- Contribute to the Technical Committee.

B.4. Gender Action Plan (GAP)

The Gender Action Plan (GAP) for WADIS aims at implementing gender equality in the wastewater and reuse sector. The GAP is incorporated within the three specific objectives to better integrate the gender component in the overall project's structure and in the wastewater and reuse sector reform and strategy.

With the creation of the Ministry of Women's Affairs (MoWA) and Gender Units within each institution, the gender approach and mainstream has been incorporated, although their operational capacity may require further strengthening. At PWA, the gender unit also provides a gendered background to the organization and raises employees', NGOs' and donors' awareness on gender equality. At the societal level, several campaigns on gender show an increased awareness of gender challenges and enlarged participation of women to the labor market.

For the specific wastewater and reuse sector, women's participation is considered as key. Research and the socio-economic organization of the sector document how women play a crucial role in managing water and reuse water but also, in collecting agricultural production and preparing food for their families. The study for setting WaDIS program shows however major difficulties in recruiting women for the sector, and socio-cultural blockages to women's participation at both institutional and local levels. Gender approach and tools still constitute an opaque concept with limited practical steps to concretely implement gender equality.

The role of GAP in the WaDIS project is embodied in the creation of a "project gender referent group" with one key gender leader for each key management institutions (PWA and MoA) and with the participation of all relevant governing body. This group will have two following missions:

- Ensuring that the GAP is properly implemented.
- Being a consultative body for all structuring document (HR plan, ToR of studies, ToR of IEC/marketing campaign, reports, etc).
- Be a driving force for the better integration of gender in general in the project's achievements and governance.
- Alert the Technical Committee and/or the Steering committee if necessary.

C. OBJECTIVES OF THE ASSIGNMENT

The present assignment, which will be entrusted to the Consultant and for which these Terms of Reference pertain, concerns assistance to the Palestinian Water Authority (PWA) and consists of:

1. Support and operationalize the development of Regional Water Utilities (RWUs) in line with the national reform roadmap and PWA priorities, through institutional, administrative and technical assistance to targeted Clusters.
2. Clarify and strengthen the institutional framework governing treated wastewater and sludge reuse by defining and proposing options for roles and responsibilities in ownership, operation and regulation of TWW reuse schemes and facilities according to project scale and preparing a legal roadmap to operationalize the preferred option.
3. Contribute to the strengthening of the legal and regulatory framework for wastewater, sludge and reuse management through a national-level feasibility study on centralized sludge composting that identifies technically, environmentally and financially viable models to inform future regulatory and incentive mechanisms.
4. Enhance sector coordination and promote knowledge-sharing on wastewater management and reuse, including through the organisation of national and international conferences and study tours, capitalizing on local achievements and international best practices.
5. Reinforce the institutional and managerial capacities of the PWA in its role as sector lead, including project management support, capacity building and development of digital knowledge management tools.
6. Strengthen the regulatory and monitoring capacity of the Water Sector Regulatory Council (WSRC) through the development and operationalization of a performance monitoring framework for sanitation services.
7. Improve the managerial, commercial and technical capacities of targeted Service Providers (SPs) as part of their transition toward RWUs, through capacity building of SPs including long-term targeted support, implementation of marketing campaigns to improve service perception for selected SPs, and establishment of WWTP performance baselines.

These services complement a parallel Technical Assistance targeting the Ministry of Agriculture (TA/MoA), which focuses on agricultural reuse and WUAs.

In parallel, GIZ is also providing support to the PWA and the MoA under a separate program (Sustainable Management of Water Resources in the Palestinian Territories) to strengthen the legal and regulatory framework for wastewater, sludge and treated wastewater reuse, including the clarification of roles and responsibilities across ministries, reactivation of inter-ministerial coordination mechanisms, support to wastewater tariff-setting and improved coordination and information-sharing on non-conventional water resources. This support also includes capacity development activities for SPs not targeted by this assignment.

In this context, the Consultant in charge of this Technical Assistance should closely coordinate their work in collaboration with the PWA PMU with that of the GIZ program and the TA/MoA to ensure coherent implementation and avoid overlapping. In this regard, the Project Coordinator will act as the reference point for the WaDIS program.

D. SCOPE OF CONSULTANCY SERVICES

Below are the main foreseen activities. The Consultant shall add any activities or tasks and associated resources deemed necessary to achieve the main objectives of the assignment in their proposal (technical and financial) and schedule. Any adjustments to activities believed to be necessary after the award of the contract shall be subject to prior validation by the PWA, provided that such adjustments remain aligned with the objectives of the assignment and within the agreed timeline and budget ceilings.

The Consultant should adhere to the scope of works of these TOR. However, to avoid duplication and build on existing achievements from the PWA in relation to the project, the Consultant should familiarise themselves with these achievements and how they can be utilized for the success of the project.

D.1. Activity 1: Institutional, legal and regulatory framework strengthening to support the implementation of wastewater and reuse sector reform and strategies (SO1)

D.1.1. Task 1: Provide institutional, administrative and technical support to 5 clusters as part of their development into RWUs

The establishment of the Regional Water Utilities (RWUs) represents a strategic intervention aimed at strengthening water service delivery, enhancing financial sustainability and reinforcing institutional accountability. It focuses on translating the aggregated sector vision into a functional, decentralized utility model that complies with the 2014 Water Law and relevant by-laws, while remaining responsive to the needs of participating municipalities and communities.

Nevertheless, the transition toward RWUs represents a key challenge for the sector and raises numerous operational, organizational, administrative and financial challenges for all clusters and their main service providers.

The 2018 roadmap for the development of RWUs proposed several phases:

- A preliminary preparation phase (planned over 2 years),
- A pilot phase for Salfit and North Jenin (planned over 5 years),
- Planning and prioritization for the 1st clustering phase (planned over 15 years).

This Technical Assistance should support PWA in planning, coordinating and operationalizing the establishment of selected RWUs through structured institutional development, stakeholder engagement and implementation of enabling systems and procedures. The task is significant. Therefore, within the framework of the Technical Assistance, the focus will be on 5 clusters over the duration of the TA contract.

The 5 clusters targeted are presented in the table below:

Table 1 Clusters targeted for support

Governorate	Cluster	Main Service providers of the cluster (population > 10 000)
Nablus	Nablus	Nablus Municipality (213 939)
		A'sira ash Shamaliya Municipality (12 140)
		The small communities connected to Nablus West WWTP should be also included (Beit Wazan, Beit Iba, and Deir Sharf)
Tulkarm	Ash-Sha'rawieh	Baqa Ash Sharqiya Municipality (5 581)
		Deir al Ghusun Municipality (11 335)
		Attil Municipality (11 826)

		Zaita Municipality (4000)
Jericho	Jericho, Al-Auja and Al-Jiftlik	Jericho Municipality (44 758)
		Al Auja Municipality (6200)
		Al Jiftlek VC (3 100)
Qalqilya	Qalqilya West	Qalqilya Municipality (63 235)
		Habla Municipality (8321)
Nablus	Nablus East Aqraba -extended	South East Nablus JSC (80 541)
		Beit Furik Municipality (16 500)
		Beita Municipality (13 2226)
		Aqraba Municipality (11 000)

Three other clusters have been identified and may be considered as replacements if the situation changes:

Table 2 Replacement clusters if the situation changes

Governorate	Cluster	Main Service providers of the cluster (population >10 000)
Jenin	Qabatiya	Qabatiya Municipality (30 000)
		Meithalun JSC (29 136)
Hebron	North Hebron	Bani Na'im Municipality (34 000)
		Sa'ir Municipality (28 200)
		Beit Ummar Municipality (20 000)
		Ash Shuyukh Municipality (14 800)
Qalqilya	Qalqilya Middle	A'zzun Municipality (10 699)

Both PWA and the Service Providers require significant support throughout this process, particularly in:

- **Institutional, legal and administrative support**
 - This support should follow the procedure fixed by the ByLaw 17 dated 2021, article 8, for establishment of RWU under which the PWA issues a decision to establish the RWU upon concluding the following:
 - o Determine the service area of the RWU,
 - o Liaison with the stakeholders to endorse the establishment of the RWU,
 - o Prepare the legal documentation (decree, agreements) to establish the RWUs.
- **Support negotiation and coordination between key institutions involved in the process (PWA, MoLG, WSRC, SPs)**
 - Negotiation plan,
 - Negotiation minutes of meeting.
- **Organizational, financial and technical support**
 - Establishing a clear and realistic transition framework for each Cluster :
 - i. Organizational structure and job description (based on the 2018 roadmap),
 - ii. HR (transfer strategy – including with a gender approach),
 - iii. Asset (transfer strategy),
 - iv. Technical (objectives of performance),
 - v. Governance (steering committee, partnerships, contracts managements, etc).
 - Establishing a financial strategy for each Cluster :
 - i. Perspectives of tariff within several scenarios,
 - ii. Clear investment plan for targeted SPs, ensuring the feasibility of the roadmap (linked with the capacity building plan to the Service Providers).

For each cluster, a broader implementation committee will need to be set up, including the PWA, MoLG, WSRC, the relevant SPs, and the clusters concerned.

The implementation committees will include the bodies set up to ensure the following functions/roles:

- Ensuring the consultation/dialogue between partners and facilitating consensus-building on key decisions,
- Monitoring the progress of the process,
- Ensuring alignment with the national rules laid down by the regulations and instructions listed above,

- Providing strategic approvals,
- Facilitating early resolution of conflicts between stakeholders.

The Consultant shall be mobilized for supporting both the animation of these implementation committees and providing technical support for the process in direct contact with SPs. The Consultant is specifically expected to:

- Conduct an assessment to confirm the willingness of the targeted clusters, and propose replacements from the alternative clusters if necessary,
- Elaborate a detailed work plan based on the additional need assessment,
- Develop a communication framework for coordination between the implementation committees, PWA PMU, Technical Committee and Steering Committee,
- Provide institutional, (legal) and administrative support for establishment of RWUs including definition of service areas, facilitation of stakeholder engagement and preparation of required documentation
- Propose a formal negotiation framework based on the process detailed in the Roadmap of 2018 in line with the RWUs establishment regulation and guideline,
- Participate at the negotiation phase as a neutral third party,
- Provide specific organizational, financial and technical support along the process of transition for each cluster concerned including:
 - Proposing a clear and realistic transition framework (as described above),
 - Establishing a financial strategy (as described above),
 - Elaborating SOPs and providing training and support to implement them on the ground (as described in section D.2.3.b). This support shall target both the baseline operational procedures (routine functioning) as well as the service continuity and emergency response procedures.

As part of the establishment of the transition framework for the development of RWUs, the HR strategy shall position gender equality as a strategic driver of institutional reform and ensure that women's participation in technical and decision-making roles within the wastewater sector is actively promoted.

In this regard, the Consultant is specifically expected to:

- Pre-establish a pool of targeted women with adequate skills to take new positions within the different organizations of the water and sanitation organizations, in sanitation and reuse projects and key implementing departments,
- Pre-establish a pool of targeted women without adequate skills and their needs to take new positions within the different organizations of the water and sanitation sector, a training plan and career path,
- Create the Gender referent group (as specified in the project governance) with adequate representation from involved parties and a gender balanced composition,
- Identify key women for specific reuse challenges and create a pool of women and men experts as key leaders / key gender agents and referents,
- Create a mentoring program men-women to ensure women's promotion within the organization,
- Create a women's network or establish a specific coordination mechanism within the PWW that is already working on gender, women and water. It means to specify and bring sanitation and reuse forward in this network's activities.

To spread the effort over time and ensure effective monitoring of the process, it is proposed to carry out this activity in two phases (30 months of support by phase) :

- Phase 1 (3 clusters): Nablus, Nablus and Ash Shar'rawieh/Tulkarem
- Phase 2 (2 clusters): Jericho and Qalqulya west

This is a simple proposal without any commitment. The final decision will be made by the PWA at the start of the project.

The procedure should be carried out based on the issued RWUs by-laws and guidelines, including:

- Regulation No. (17) of 2021, "Regional Water Utilities Establishment and Licensing Regulation", and

- Instructions No. (1) of 2023, “Regional Water Utilities Establishment and Licensing Instructions” which were endorsed by the Cabinet.

These regulation and instructions outline the responsibilities, powers, and procedures pertaining to the licensing, structure, membership, management, financial resources, merger, and all other matters related to the work of Regional Water Utilities. The procedure must also be carried out according to water sector development :

- Municipalities must submit applications requesting the establishment of the RWU,
- MoLG and PWA to approve the transfer of the SPs into RWUs,
- A decree is to be issued for the establishment of the RWU.
- Conduct the procedures pertaining to the licensing, structure, membership, management, financial resources, merger, and all other matters related to the work of Regional Water Utilities (prerequisites for the establishment of the utility e.g. asset registry and valuation),
- Issue the licence by the WSRC after request from the SPs.

It is proposed to carry out this activity using a staged approach. This approach is proposed as a reference. The Consultant should propose an adapted detailed approach and methodology building on this framework.

a. Stage 1: Institutional preparation and stakeholder alignment

This stage focuses on laying the institutional and legal groundwork necessary for RWUs to be formally recognized and licensed. It includes defining the service area, establishing governance structures and initiating the legal and administrative processes required for licensing and transition and covers:

- Initial Screening for Potential Utilities: The Consultant will assess the willingness of targeted SPs prior to starting the detailed needs assessment,
- Document review: The Consultant will review existing reports, studies (including the RWU development roadmap) and accumulated experiences of various local and international parties involved in the development of the water sector and water utilities in the PA, highlighting the lessons learned from the Palestinian experience in establishing water utilities.
- Negotiation process: The Consultant will meet with SPs to clarify roles, responsibilities, and expected commitments and clarify any issues and concerns raised,
- RWU concession area definition and delineation: In close coordination with the PWA, MoLG, WSRC, and targeted SPs, the Consultant shall support the identification and delineation of the RWU's concession area. This will include but not limited to: GIS-based analysis, technical and economic feasibility assessments, and alignment with national water aggregation strategies,
- Developing and recommending a structure for establishing water utilities in different contexts (e.g., a utility of central municipality, a utility of joint water services council, merging municipality(ies) and villages, merging a utility with other local government units, etc.),
- Stakeholder Engagement: The Consultant will guide the development of a structured stakeholder engagement process to build consensus and ensure buy-in from municipal councils, civil society, local leadership, and community members including establishment of the implementation committees. The engagement will focus on shared governance, service quality expectations, and transition implications,
- LGUs Agreements: The Consultant shall assist to prepare inter-LGUs agreements related to the transfer of staff, assets, and customers to the new RWU in full alignment with PWA Instruction No. 1/2023, tailored through participatory discussions with each SP.
- Drafting the legal Decree: The Consultant will assist the PWA in drafting the decree to establish the RWUs, including the establishment of a Board of Directors and the General Assembly (this decree will be issued by head of the PWA)

This stage will culminate in the establishment of the RWUs legal and territorial foundation, enabling the transition process to move forward with institutional clarity and stakeholder alignment.

b. Stage 2: Transition to operational establishment

This stage focuses on establishing the operational foundations required to enable the transition from planning to a fully established and licensable utility. The Consultant shall support the PWA to develop clear and realistic transition frameworks for each cluster. These transition frameworks will, at a minimum, cover:

- i. Organizational structure and job description (based on the 2018 roadmap),
- ii. HR and asset transfer strategy
- iii. Technical (objectives of performance)
- iv. Governance (steering committee with clear roles and responsibilities,, partnerships, contracts managements, etc).
- v. Public information strategy on governance, activity and performance

These transition frameworks will provide a foundation on which the RWUs and SPs can prepare their core governance, administrative and operational documents (internal by-laws, management and financial policies, etc.) and develop organizational charts and job descriptions.

c. Stage 3: Operationalization and performance strengthening

This stage focuses on equipping the RWUs with the operational, financial and governance instruments required to function as a fully operational service provider. Building on the organizational, staffing and technical frameworks developed during the previous stage, this phase develops the procedures, planning tools and systems necessary to ensure compliance with by-law No.17/2021 and WSRC requirements. It also prepares the RWUs to manage their operations, finances, assets and customer relations effectively from the outset of its service delivery mandate and covers:

- i. Support the harmonisation for customer, asset, HR and financial records according to the strategy developed in Stage 2,
- ii. Prepare Standard Operating Procedures, templates, and tools for a functional utility (as well as the service continuity and emergency response procedures);
- iii. Financial Sustainability Report, investment plan, and at least three-year business plan
- iv. Provide capacity building / on-job training programme,
- v. Support the development of a Performance Monitoring Framework (KPIs aligned with WSRC standards as described in section D.2.2)

This stage is linked to the capacity building and targeted support activities to be provided to the Service Providers as described in section D.2.3.

While this transition requires strong coordination and communication among sector stakeholders, it is also hindered by challenges specific to each SP. A differentiated approach by the Consultant could facilitate dialogue and help smooth the transition process.

D.1.2. Task 2: Clarification of the institutional framework related to reuse of treated wastewater and sludge

While the institutional framework is clearly set out in the 2014 Water Law for water and sanitation sectors, two specific aspects related to reuse fall outside this framework and need to be clarified :

- Relationship framework between SPs, NWC and WUA for additional treatment when reuse is being considered or is already underway:
 - For wastewater,
 - For sludge.
- Role and responsibilities in ownership and regulation of TWW reuse facilities, taking into consideration different scales/situations:
 - Very local projects: facilities cover only one specific locality,
 - Large scale projects: facilities cross several regions.

In light of the assessment carried out during the design of the WaDIS project, it is advised to adapt the institutional framework following the scale of the reuse facilities. Very large-scale projects, particularly strategic projects involving the transfer of treated water to reduce deductions, are political and particularly complex. Positioning NWC as the service provider for these facilities could be a relevant solution. For smaller-scale projects, whose business cases are generally less solid, it could be appropriate to propose a flexible framework reducing the number of stakeholders, and involving only local stakeholders (who will benefit directly from the project and will have a direct interest in getting involved in its implementation and management).

In this context, the Consultant shall define each situation and present a proposed institutional framework for each situation, indicating the advantages and disadvantages of the various options.

The Consultant is specifically expected to:

- Make and present a proposition to the Technical Committee (various option can be discussed),
- Elaborate the legal roadmap according to the preferred option (with draft of propositions for each legal and regulatory document to be amended).

The following points should be taken into consideration:

- **Clarify and clearly set mandates** for several institutions identified in the diagnosis as lacking a strong agency and capacity or being developed (NWC in relation to its selling and distribution of treated wastewater, RWU in developing their establishment charters and by-laws, clarify the mandate of 'Judicial Police' of the PWA)
- **Specify and detail delegation provisions and mechanisms**, as well as public procurement and PPP, through the drafting of delegation provisions, model public contracts and establishing a clear line between executive control, ownership and reporting/control mechanisms. A system of delegation rules can be explored to help PWA maintain an oversight and strategy-making position while giving the relative autonomy and regional management and policy adaptation capacity to the RWU.
- **Examine the process oversight mechanism** between the treatment plant operators (SPs) and the Water Users Association. This will also involve identifying and describing the formal commitment (MoU, contract) and coordination bodies between the actors (SPs, NWC, WUAs, etc) and drafting the documents. This should be done in collaboration with the WSRC.

In light of the various options, a SWOT analysis can be presented to facilitate decision-making.

D.1.3. Task 3: Feasibility study on centralized composting system for sludges at national level

The Palestinian regulatory and legal framework is already well established for wastewater and is being developed for reuse. Support for the PWA to consolidate this framework will be provided by GLZ, whose program will be closely coordinated with WaDIS.

In this context, the Consultant in charge of this TA will focus on the issue of sludge composting, including sludge from WWTP and its potential valorization/reuse, through conducting a global feasibility study on centralized composting system for sludges at national level (which is not allowed under current regulations in place).

This study will cover the following aspects:

- Context analysis by region (quantification and characterization of sludge to be managed, identification of existing solution/disposal practice),
- Technologies / engineering, technical performance,
- Environmental issues,
- Cost (OPEX, CAPEX, cost recovery, tariff model),
- Overview of O&M requirement,
- Financing framework, PPP opportunities,
- Opportunities discussion with the SPs and WUAs targeted by the project,
- Recommendations according to the current legal and regulatory framework.

The purpose of such a study is to identify opportunities, and define several options of technical and financial models, in order to lay the foundations for future regulations adapted to conditions on the ground and ensure the establishment of an incentive framework for this type of experience, which is still underdeveloped.

The specific role of women in this sector should be examined. Such consultation will investigate gender blockages and consider gaps, enabling mechanisms, gender balanced added value, etc. It should ensure that gender components are included.

The outcomes of this task shall be presented through two (2) national dissemination workshops organized with the support of the Consultant. These workshops shall aim to validate the proposed options, gather feedback and facilitate sector ownership of the proposed orientations.

D.1.4. Task 4: Support the PWA in organizing national/international conference

As the wastewater and reuse sector reform progresses, there is a need to strengthen sector-wide dialogue, capitalize on emerging experiences and disseminate lessons learned at national and international levels.

In this context, the organization of national and international conferences and forums aims to:

- Promote the sharing of experiences, and best practices among stakeholders from different regions (or countries).
 - Several local initiatives deserve to be capitalized on and presented to all stakeholders as a source of inspiration and to encourage collective reflection on certain issues. Initiatives with gender components should particularly be outlined.
 - Achievements of WaDIS project will deserve also to be capitalized, presented and communicated.
 - Experiences from other contexts (Middle East, North Africa, Europe) could be a source of inspiration to construct appropriate solutions for Palestine.
- Facilitate partnerships between PWA and MoA, to enhance cooperation on common goals for reuse development.
- Provide a platform for discussion between stakeholders, including institutions, private sectors, NGOs, donors, and civil society, to contribute to policy development.
- Facilitate the communication of recent important updates (policy, strategy, regulation, institutional framework, norms, gender, etc) to a large audience.

The Consultant shall assist the PWA in the organisation of at least two national/international conferences during the assignment. The Consultant is specifically expected to support the PWA in the following tasks:

- Define the program and the planning, the topics/themes to be addressed, initiatives/works/lesson learnt to be highlighted,
- Identify the target participants,
- Identify resource personnel at the national and/or international level to contribute to discussions,
- Facilitate working groups or field visits during or around these events,
- Coordinate between the PWA, WSRC and the MoA.

Gender components should remain a common, transversal and yearly topic in the conference agendas. In this regard, the Consultant shall assist the PWA to ensure:

- Communication of main gender blockages based on surveys and their results that have been conducted by WADIS projects to key groups and stakeholders. Format of dissemination should consider booklets, brochures, etc.
- Communication of successful case studies and stories based on exchanges by experts during WADIS projects. Format of dissemination should consider booklets, brochures, videos, etc. depending on most adapted media / information support with if applicable, adapted awareness sessions/workshops.
- Information of key data on gender indicators through annual report from key water and sanitation organizations.

The Consultant should pay attention to gender diversity in the conferences. In this regard, the Consultant shall assist PWA in encouraging and actively selecting female staff to participate, aiming for at least 50% representation.

D.1.5. Task 5: Support the PWA in organizing study tours

Study tours will complement national capacity-building activities by providing participants practical exposure to comparable experiences in wastewater management and reuse beyond the Palestinian context.

The organization of study tours aims to:

- Promote sharing of experiences,

- Expose participants to best practices and successful experiences/approaches/technologies,
- Facilitate peer learning and knowledge transfer,
- Promote networking and partnerships,
- Inspire innovation and replication of proven experiences/approaches/technologies,
- Disseminate gender approach and its practical tools.

The study tours shall be focused on (list not exhaustive):

Table 3 Provisional PWA study tour program

Topics	Content
Wastewater topics for PWA, WSRC and SPs	
Domestic wastewater management in areas that can be connected to the sewer system.	<p>What organizational structure is in place at the ministry level to manage the sanitation sector? What links and coordination mechanisms exist between the central level and public operators at the regional and municipal levels?</p> <p>How the legal and regulatory framework has been adapted to the context?</p> <p>What incentives and levers have been activated to facilitate the implementation of the legal and regulatory framework?</p> <p>What measures has the ministry developed to support public operators in the face of the financial, technical, gender and social challenges they encounter?</p> <p>What types of partnerships have been developed to strengthen the capacity of public operators?</p> <p>What are the best practices in terms of industrial water management and sludge management? What specific regulatory framework, economic model, and incentive mechanisms are in place? What is the gender approach added value?</p> <p>What was the process for implementing water and/or sanitation policies for operators, industrialists, and individuals? How was the gender component implemented / considered?</p>
Domestic wastewater management in areas that cannot be connected to the sewer system.	
Sewer and WWTP management and O&M	
Economic model for the sanitation sector - tariff policy	
Industrial wastewater management and treatment	
Sludge management and treatment	
Gender integration, its added value and practical implementation	
Private sector participation in sector investment	
Civil society and NGOs participation in sector development	
Reuse topics for PWA and NWC	
Wastewater and sludge reuse strategy	<p>What organizational structure is in place at the ministry level to cover all aspects of reuse? What links and coordination mechanisms exist between Ministries (Water/sanitation and Agriculture specifically) and between central institutions and local operators?</p> <p>What was the process for developing a reuse strategy?</p> <p>What was the process for developing the legal and regulatory framework for reuse? How the legal and</p>
Wastewater and sludge reuse institutional framework and legal framework	
Specific opportunities / successful project/initiatives for wastewater reuse where there is no demand for agriculture (enough water availability, or cities for example)	
Specific opportunities / successful project/initiatives for sludge reuse where there is no	

demand for agriculture (enough water availability, or cities for example)	regulatory framework has been adapted to the context?
Technology and economic model relating to tertiary treatment	What incentives and levers have been activated to facilitate the implementation of the legal and regulatory framework
Technology and economic model relating to sludge management and treatment	What measures has the ministry developed to support final beneficiaries (TWW users) in the face of the financial, technical, gender and social challenges they encounter?
Transfer facility management	
Economic model for the reuse, according to each type of application - tariff policy	What types of partnerships have been developed to strengthen the capacity of these final beneficiaries (TWW users)? How was the gender component implemented / considered?
Technology and economic model relating to tertiary treatment	What is gender added value? Blockages? Enabling mechanisms? How to further implement gender equality in reuse strategy and regulatory framework?
What kind of organization at the agricultural group level?	
Gender integration, its added value and practical implementation	What is the role of women's networks in the civil society? Particularly for reuse local practices and initiatives?
Private sector participation in sector investment	
Civil society and NGOs participation in sector development	

The Consultant shall assist the PWA in the organisation of at least two study tours over the duration of the assignment. The Consultant is specifically expected to support the PWA in the following tasks:

- Define the theme and the goal: specific knowledge, experience or practice participants/institutions should gain, place of the gender component and how to ensure its transversality, both conceptual and at implementation levels,
- Identify the best location: several proposition could be done with an analysis of advantages and disadvantages,
- Identify the target participants: departments, participants, how they will apply the learnings in their own mission, how to ensure a gendered balanced participation,
- Define the program and the planning: technical site, workshops Q&A with experts, peer exchanges with professionals,
- Elaborate a Pre-Tour Pack: final agenda, learning objectives, description of visit sites and institutions, contact list.

Each study tour should be organized for 10 people to allow for the inclusion of members from key actors such as WSRC, NWC, SPs, EQA, PSI, etc.

The Consultant should pay attention to gender diversity in the study tours. In this regard, the Consultant shall assist PWA in encouraging and actively selecting female staff to participate, aiming for at least 50% representation.

D.2. Activity 2: Improve the capacity of key actors involved in wastewater and reuse sectors (SO2)

D.2.1. Task 1: Improve capacity of the PWA

The objective of this task is to strengthen the capacity of the PWA as part of its role in the project and its mission in the wastewater and reuse sectors.

It will also allow increasing awareness of gender-related levers for action amongst directors and managers of key PWA departments involved in the development and monitoring of sanitation and reuse projects.

The following sub-tasks are expected from the Consultant:

a. PWA Project Management Unit assistance

The Consultant shall provide strategic, technical and operational assistance to the PWA Project Management Unit (PMU) in the overall planning, coordination and implementation of the WaDIS project. This support shall aim to strengthen the PMU's capacity to effectively manage the project in line with the Logical Framework, the Project Administration Manual and contractual obligations, while ensuring timely and quality delivery of all activities under PWA PMU responsibility.

In particular, the Consultant shall:

- Support project planning and scheduling:
 - Preparation and updating of work plans,
 - Monitoring of progress against indicators,
 - Identification of implementation risks and proposal of corrective measures where necessary,
 - Train PMU members on managing efficient meetings to foster decision making and planning management
- Provide technical and quality control support for all services and deliverables implemented under PWA and WSRC responsibilities:
 - Define deliverables format and retro-plannings, to enable arbitrages and timely validation,
 - Review of reports and outputs,
 - Verification of their compliance with contractual requirements
 - Formulation of technical recommendations,
- Assist in procurement and contract management in accordance with section K.2 (cf. provisional Procurement Plan **in appendix**):
 - Preparation or review of Terms of Reference and technical specifications,
 - Participation in tender evaluation processes as required,
 - Monitoring of contractual implementation,
- Support financial planning and budget monitoring:
 - Expenditure tracking,
 - Alignment of activities with allocated budgets,
 - Early identification of risks related to financial execution,
- Facilitate coordination and stakeholder engagement:
 - Organisation of key project meetings,
 - Coordination with other relevant institutions,
 - Support to sector dialogue at national level.

The Consultant shall specifically ensure that the project implementation is fully aligned with the Gender Action Plan (GAP). This shall include supporting the PMU in mainstreaming gender considerations across all relevant activities, monitoring gender-related indicators, and ensuring that gender equality and inclusiveness principles are effectively reflected in all project activities and reporting.

b. PWA capacity building

In light of the numerous challenges confronting the sanitation sector and the specific ambitions regarding the development of reuse in Palestine, it is essential to enhance the sector's governance by empowering "Engineering and Technical Affairs Directorate" section according to the new PWA organizational chart.

The Consultant will undertake a preliminary needs assessment to assess the PWA's current organizational structure and management practices and to identify the specific areas where staff require reinforcement to structure, develop, coordinate and monitor sanitation projects at the national level.

A diagnosis, including a proposition of Capacity Building Plan was carried out in 2025 as part of the project's feasibility study. The consultant is therefore expected to build on this work, and take advantage of its geographical proximity to PWA to propose a participatory co-construction approach.

Using the outcomes of the preliminary need assessment conducted by the Consultant, the Consultant will draft and propose a detailed Capacity Building Plan, which will be submitted for approval to the PWA/PMU.

The detailed Capacity Building Plan will include:

- Objectives,
- Training program,
- Costs and logistics,
- Schedule.

The Capacity Building Plan could cover (indicative list based on the diagnostic carried out during the feasibility study):

Topic	Target Audience	Format	
Women's participation and level of decision-making within the sector	Projects Monitoring Department /PWA PWA project gender focal point Water sector development/PWA All relevant stakeholders	General principles and case-study. Workshops format	2 workshops x 1 day
Investment planification and risk management (for sanitation sector), including development of a coherent and well-coordinated master planning approach, ensuring alignment between local and national strategies, integrating long-term investment planning, and enhancing technical coordination.	Engineering and Technical Affairs Directorate /PWA Water Sector Development Directorate /PWA Strategic Policies and Planning General Directorate /PWA With : - NWC - All relevant stakeholders	General principles and case-study. Tools and methods presentation Workshops format	2 sessions x 2 days
FIDIC Contract management (covering each FIDIC book)	Engineering and Technical Affairs Directorate /PWA Procurement Unit /PWA Supplies and Procurement Department /PWA With : - NWC	Training session	1 session x 2 days
Environmental and social impact assessment (ESIA) for WWTP,	Engineering and Technical Affairs Directorate /PWA	General principles, regulation and case-study.	1 workshops x 2 days

sewage and reuse project	Water Quality Directorate/PWA With : - NWC - EQA	Tools and methods presentation Workshop format With the support of EQA	
Community awareness, including Gender perspective (IEC)	Projects Monitoring Department /PWA PWA project gender focal point Public Relations, Media and Awareness Unit / PWA	General principles, regulation and case-study. Tools and method presentation	1 session x 2 days
Wastewater treatment plant (technologies, design, performance, cost, O&M overview)	Engineering and Technical Affairs Directorate /PWA Water Quality Directorate PWA Water Information Technology Directorate /PWA With : - WSRC - EQA - PSI	Training session, including theory and practical exercises and as far as possible visit of site	5 days (to be confirmed by the Consultant, according to needs)
Industrial wastewater treatment technologies (technologies, design, performance, cost, O&M overview)	Engineering and Technical Affairs Directorate /PWA Water Quality Directorate PWA Water Information Technology Directorate /PWA With : - WSRC - EQA - PSI	Training session, including theory and practical exercises and as far as possible visit of site	2 days (to be confirmed by the Consultant, according to needs)
Sludge treatment technologies (technologies, design, performance, cost, O&M overview)	Engineering and Technical Affairs Directorate /PWA Water Quality Directorate PWA Water Information Technology Directorate /PWA With : - WSRC - EQA - PSI	Training session, including theory and practical exercises and as far as possible visit of site	3 days (to be confirmed by the Consultant, according to needs)
SCADA technologies	Engineering and Technical Affairs Directorate /PWA Water Quality Directorate PWA Water Information Technology Directorate /PWA	Training session, including theory and as far as possible visit of site	3 days (to be confirmed by the Consultant, according to needs)

	With : - WSRC - NWC		
GIS (Intermediate level in software such as QGIS, geomatics applications in the sanitation sector)	Water infrastructure/PWA Water sector development/PWA Quality and water engineering technology/PWA Water information technology/PWA With : - WSRC - NWC	On-the-job training session Demonstration, case study and practical exercises.	1 session x 5 days
Contingency for other needs, to be defined by PWA and/or according to the preliminary need assessment			20 days

The Capacity Building Plan shall include at least one (1) session specifically on gender for directors and managers. The session on IEC should also include specific gender issues and leverage.

The training will be supported by the provision of specific tools. Considering the priorities, the Consultant will assist the PWA to develop the following tools (indicative list):

- Project planning,
- Stakeholder analysis,
- Risk Management Plan elaboration,
- Cost estimation and resource allocation,
- Budget monitoring,
- Capitalization and Lessons Learned Database,
- Project database and dynamic mapping (excel sheet & GIS),
- M&E, Key Performance Indicators,
- Dashboard & Reporting tools,
- Communication strategy and Stakeholder Engagement Plan.

Based on the Capacity Building Plan, the Consultant shall provide at least 40 days of training to the targeted staff.

The Consultant will ensure full preparation, organization, delivery and evaluation of the training activities in accordance with section K.3.

The Capacity Building trainings could be delivered through:

- Classic training sessions, with theory and practical exercises,
- Workshops, including more interaction and peer learning,
- Technical training, including site visits as much as possible.

The Consultant should pay attention to gender diversity in the training workshops. In this regard, the Consultant shall assist PWA in encouraging and actively selecting female staff to participate, aiming for at least 50% representation.

c. Support the establishment of a web platform/application to facilitate access and registration to the training catalogue for SPs and facilitate cross communication between SPs

In order to strengthen coordination, technical assistance and capacity-building efforts between and across Service Providers, RWUs and the PWA, the project proposes the development of a centralized digital platform to facilitate access to training opportunities, sharing of technical support and two-way communication.

The Consultant shall assist the PWA in structuring the development of the web platform. The web platform will be developed and implemented through a service contract with a national consulting firm or consultant for administration/operation by PWA with a strong collaboration of WSRC (who are responsible for monitoring SPs and service compliance). The web platform should:

- Collect technical, logistical or administrative assistance requests from Service Providers in a formal and transparent way,
- Facilitate communication between Service Providers and support entities (PWA, Ministries or decentralized structures),
- Host (i) a library of documents (including SoP, standardized O&M manual, etc) , tools, baseline data and (ii) a chat between SPs,
- Facilitate prioritization and coordination responses to the needs expressed,
- Identify trends or systemic problems (frequent breakdowns, shortage of parts, treated water quality issues, etc.).

The Consultant will work closely with the PWA's "General Directorate for Water Information Technology", as well as with the WSRC, SPs and other relevant stakeholders, to carry out an initial assessment of needs and capacities. This assessment shall cover organizational, technical and financial capacities, including mapping of existing web platforms (WRIS system of WSRC, web site of UPWSP, etc.), identification of user needs, definition of hosting and governance arrangements, estimation of investment and maintenance costs and assessment of required human resources.

Particular attention shall be given to ensuring complementarity and interoperability with existing systems, notably those of the WSRC, in order to avoid duplication and enhance data sharing and coordination. The platform should include flexibility for any future systems integration (e.g. MIS, budgeting portal, professional training system, etc).

Once the form of the platform is identified, the Consultant will assist the PWA in defining the functional architecture of the platform and its management model, through a consultative process involving key stakeholders (relevant PWA departments, WSRC, SPs, etc.)

On this basis, the Consultant shall support the PWA to prepare the Terms of Reference to recruit the firm who will be responsible for the design, development and initial deployment of the platform.

The Consultant will assist PWA through the tendering, evaluation and contract negotiation process in accordance with section K.2. Throughout deployment, the Consultant will then provide guidance to the PWA, ensuring smooth execution and addressing any challenges.

At the end of the testing and initial operational phase (1 year), the Consultant shall prepare a capitalization report covering organizational, technical and financial aspects to establish a scaling strategy.

This task will be coordinated by the "General Directorate for Water Information Technology" of PWA, with a strong consultation and collaboration with WSRC (to avoid any overlapping with their own application/systems) and with SPs (who will be the key final users).

D.2.2. Task 2: Improve the capacity of the WSRC

The objective of this activity is to support WSRC in its role in monitoring operation, performance and compliance of wastewater systems, and in particular WWTPs.

This task will be managed by the WSRC Project Management Team.

The Consultant will conduct a thorough analysis of the WSRC's current financial and technical key performance indicators, especially those related to WWTP operation and performance.

Based on the assessment, the Consultant will support the WSRC to:

- Define (or update when necessary) the KPIs for sanitation services. The indicators will be formulated and the procedure for monitoring them will also be developed (who, when, how).

- The indicators should include gender-based indicators. Although the WRSC Performance Report already provides gender specific data per SP that represents the first key gender disaggregated data. This data could be more detailed by specifying age, education and work positions. This data should also inform on the number of employees for the wastewater and reuse sector overall by defining its scope.,
- The indicators and the level of the monitoring system should be adjusted according to the size of the WWTPs (and the level of the environmental risk) in order to take into account the capabilities of the SPs. Thus, the number of control points, the frequency of controls, and the type of control points may vary.
- A benchmark in the region could be done to support this proposition.
- According to the needs, concrete proposals for adjusting the regulatory framework may be submitted and discussed to the PWA.
- Develop a monitoring plan for all SPs who have (i) a sewage system or (ii) a collection system and a WWTP.
- Define financial and technical key performance indicators for treated wastewater reuse services.
 - *This task will be implemented in collaboration with MoA, which will include a benchmark in the region.*
- Update the data collection system and annual reporting process and tools to integrate these new indicators.

On the basis of the updated KPIs and monitoring plan, the Consultant will develop training materials and modules and provide at least 5 training workshops (10 sessions) to the WSRC staff on effectively utilizing the new performance monitoring system. Gender balance for trained staff should be ensured as much as possible.

The Consultant should aim to have WSRC fully implement the new reporting mechanism after one year, ensuring that all relevant data is collected, analyzed and reported, including the analysis of the performance including the analysis of the performance level and compliance of existing WWTPs.

D.2.3. Task 3: Improve capacity of targeted SPs

The objective of this task is to strengthen the management, commercial and technical capacities of SPs, as part of the provision of sustainable services for management of wastewater (including for reuse) and the progressive transition of targeted SPs into operational Regional Water Utilities (RWUs).

While the formal establishment and licensing of RWUs remain under the responsibility of the PWA, the Consultant shall ensure that all capacity-building activities contribute to creating the institutional, managerial and operational conditions necessary for successful RWU operationalization during and beyond the duration of the assignment.

It will also allow increasing awareness of gender-related levers for action (customer management, service design, social support, organizational, etc.) of directors and managers of all targeted SPs, participation by women within the targeted SPs to the project's training and support measures and identification of the main obstacles limiting the most disadvantaged groups from accessing the service and implementation on the ground actions based on information, awareness and marketing.

The following sub-tasks are expected from the Consultant:

a. Detailed needs assessment

The Consultant will assess the current management, commercial and technical capacities of SPs.

According to discussions with PWA, it is proposed to target the main SPs included in the 5 clusters targeted (cf.D.1.1).

Table 4 SPs targeted for support

Governorate	Cluster	Main Service providers of the cluster (population >10 000)
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Nablus	Nablus	Nablus Municipality (213 939)
		A'sira ash Shamaliya Municipality (12 140)
		The small communities connected to Nablus West WWTP should be also included. Beit Wazan, Beit Iba, and Deir Sharf
Tulkarm	Ash-Sha'rawieh	Baga Ash Sharqiya Municipality
		Deir al Ghusun Municipality (13 600)
		Attil Municipality (10 650)
		Zaita Municipality (4000)
Jericho	Jericho, Al-Auja and Al-Jiftlik	Jericho Municipality (44 758)
		Al Auja Municipality (6200)
		Al jeftlek VC (-)
Qalqilya	Qalqilya West	Qalqilya Municipality (63 235)
		Habla Municipality (8321)
Nablus	Nablus East Aqraba - extended	South East Nablus JSC (80 541)
		Beit Furik Municipality (16 500)
		Beita Municipality (13 2226)
		Aqraba Municipality (11 000)
Tubas	Tubas	Tubas Water Utility (70 225)

The needs assessment will be carried out with the concerned SPs and will aim to:

- Assess the readiness of each SP to operate within a future RWU, including organizational maturity, interoperability of systems, financial sustainability and, capacity to operate under unified governance arrangements, and capacity to ensure service continuity and emergency response.
- Understand gaps in organization, technical, financial, and social performance,
- Prioritize capacity-building interventions that can strengthen service delivery, sustainability, and compliance with regulations,
- Identify the essential need of equipment to reach the level of service expected, including need of contingency material/equipment required to deal with identified risk according to the unstable situation caused by Israel (link with Emergency Response and Preparedness plan – cf. D.2.3.b).

This sub-task will be implemented by the Consultant in close collaboration with SPs, under the coordination of the Water Sector Capacity Building Department (PWA) and with a strong consultation of WSRC.

Coordination with other projects involving capacity building for SPs will be necessary in order to harmonize approaches and propose a common framework for all SPs. This coordination shall be led by PWA, in conjunction with the GIZ project, one of whose objectives is to strengthen the sectoral coordination framework at the national level.

b. Development of a training catalogue and operational tools meeting the essential needs of SPs

In light of the above sub-task, the Consultant shall support the SPs to elaborate a training catalogue and operational tools dedicated to the provision of sanitation services.

This catalogue should aim to offer SPs a diverse range of training courses covering all essential skills, at all levels, and in various formats, in order to address the cross-cutting needs relevant to their roles and operational contexts while preparing staff to operate under RWU conditions. It shall therefore promote the harmonization of procedures, shared services, performance monitoring and utility-scale management practices.

The table below presents suggestions of training modules which will be updated by the Consultant following the needs assessment:

Table 5 Proposed training modules identified during the diagnostic phase for the SP training catalogue

Topic	Target Audience	Format
Designed for technicians		

O&M management for WWTP : - "Extended Aeration Activated Sludge WWTP" - "MBR WWTP" - "Wetland"	Technical managers Technicians	Training session, including theory and as far as possible on site and on-the job demonstrations <i>With standard O&M manuals elaborated and delivered to SPs and PWA</i>	2 groups x 10 days
O&M management for sewage systems: - Sewage system - Other specific facilities (storm drain, storm basin, pumping station, measuring instrument, etc	Technical managers Technicians	Training session, including theory and as far as possible on site and on-the job demonstrations <i>With standard O&M manuals elaborated and delivered to SPs and PWA</i>	2 groups x 5 days
GIS (Intermediate level in software such as QGIS, geomatics applications in the sanitation sector and in hydrology)	GIS technicians	On-the-job training session Demonstration, case study and practical exercises. <i>With standard GIS architecture and management framework for a sanitation system elaborated and delivered to SPs and PWA</i>	2 groups x 4 days
Laboratory analysis – at the level of SPs (including for reuse specific needs)	Laboratory technicians	Training session, including theory and as far as possible on site and on-the job practice <i>With Technical Guideline to monitor and analyze water quality for reuse elaborated and delivered to SPs and PWA</i>	2 groups x 3 days
IEC, including awareness for sewerage network connections, on hygiene and sanitation behaviors, gender, user satisfaction survey, etc. This training should be gender oriented (cf. R-GAP 6)	IEC managers and animators	General principles and case-study. Presentation of tools and methods. Practical exercise on tools, and elaboration of the architecture of a strategy with each SPs according to their own situation.	2 groups x 3 days
Designed for technical managers			
Establishment of a framework for monitoring the performance of sanitation systems (sewage & WWTP) and elaboration of an action plan in the event of non-compliance.	Technical managers	General principles and case-study. Presentation of tools and methods. This session should be prepared and implemented with the support of WSRC <i>Based on WSRC tools (which are planned to be upgraded)</i>	2 groups x 1 days
Financial performance monitoring and cost recovery Financial strategies, business plan Financial reporting	Financial managers Accountants	General principles and case-study. Presentation of tools and methods.	2 groups x 5 days

		<p>On-the-job and case by case application and practice with each SPs according to their own situation.</p> <p>This session should be prepared with the support of WSRC</p> <p><i>Based on WSRC tools (which are planned to be upgraded)</i></p>	
Bill collection mechanisms (including prepaid systems, electronic payment options such as e-SADAD, Janwal Pay and Ooredoo Pay)	Financial managers Technical managers	General principles and case-study.	2 groups x 1 days
Asset management	Financial managers Technical managers	<p>General principles and case-study.</p> <p>Presentation of tools and methods.</p> <p><i>With Standard Operational Procedures elaborated and delivered to SPs and PWA</i></p>	2 groups x 1 days
Wastewater treatment plant (technologies, design, performance, cost, O&M overview) – including specifications for reuse	Technical managers	Training session, including theory and practical exercises and as far as possible visit of site	1 group x 3 days
Sludge treatment technologies (technologies, design, performance, cost, O&M overview)	Technical managers	Training session, including theory and practical exercises and as far as possible visit of site	1 group x 2 days
SCADA and GMAO technologies (technologies, design, performance, cost, O&M overview)	Technical managers	<p>General principles and case-study.</p> <p>Presentation of technologies.</p> <p>Demonstration.</p>	1 group x 3 days
Environmental and social impact assessment (ESIA) for WWTP, sewage and reuse projects	Technical managers Environmental managers IEC managers	Theoretical training session based on regulation, with presentation of study cases and operational tools	2 groups x 1 days
Human resources management and gender equality	HR Managers	<p>General principles and case-study.</p> <p>Presentation of tools and methods.</p> <p><i>With Standard Operational Procedures elaborated and delivered to SPs and PWA</i></p>	2 groups x 2 days
Customer Management (including marketing and complaint management) This training should be Gender oriented (cf. R-GAP 6)	Service manager Technical manager	<p>General principles and case-study.</p> <p>Presentation of tools and methods.</p> <p><i>With Standard Operational Procedures elaborated and delivered to SPs and PWA</i></p> <p><i>With standard marketing and communication strategy targeting households, businesses and industries</i></p>	2 groups x 2 days

FIDIC management (covering each FIDIC book), including identification of opportunities	Managers Technical managers Procurement managers	Theoretical training session, with presentation of study cases and operational tools.	2 groups x 1 days
Designed for project/general managers			
Project management (planning, M&E, accountability, stakeholder management and coordination, budget monitoring, GAP, reporting and capitalization)	Managers	General principles. Presentation of tools and methods.	2 groups x 3 days
Investment planification (for sanitation sector), including development of a coherent and well-coordinated master planning approach, ensuring alignment between local and national strategies, integrating long-term investment planning, and enhancing technical coordination.	Managers Technical managers	General principles and case-study. Presentation of tools and methods. On-the-job and case by case application and practice with each SPs according to their own situation.	2 groups x 3 days
Emergency Response and Preparedness plan for sanitation service (sewage and WWTP)	Managers Technical managers	General principles Presentation of tools and methods. Detailed case-study <i>With Crisis and Emergency Procedures elaborated and delivered to SPs and PWA</i>	2 groups x 3 days

The Capacity Building Plan shall include at least one (1) session specifically on gender for directors and managers. The session on IEC should also include specific gender issues and leverage.

The training will be supported by the provision of standard operational tools. These tools will be presented during training sessions and will be the subject of practical exercises to facilitate their use.

In light of the priorities, the following tools be developed as a minimum:

- Standard O&M manuals for most common WWTP in Palestine :
 - “Extended Aeration Activated Sludge WWTP”
 - “MBR WWTP”
 - “Wetland” and trickling filters
- Standard O&M manuals for sewage systems:
 - Connection
 - Collection system
 - Other specific facilities (storm drain, storm basin, pumping station, measuring instrument, etc)
- Technical Guideline to monitor and analyze water quality for reuse,
- Standard GIS architecture and management framework for a sanitation system,
- Standard marketing and communication strategy targeting households, businesses and industries,
- Standard Operational Procedures for bill collection, new connection, HR management, asset management, procurement management, complains mechanisms management, technical & financial reporting, Health & Safety management, service continuity and crisis/emergency procedures.

c. Deliver trainings

Based on the results of the need assessment, the Consultant will assist the PWA to select 10 SPs who will be targeted for capacity-building activities and technical assistance.

In addition to the SPs, the NWC will be able to participate in all sessions depending on the relevance of the topics to their mission (particularly in the context of reuse). Gender balance for trained staff should be ensured as much as possible.

Based on the Capacity Building Plan, the Consultant shall provide at least 100 days of training to the targeted staff.

The Consultant will ensure full preparation, organization, delivery and evaluation of the training activities in accordance with section **K.3**.

The Capacity Building trainings could be delivered through:

- Classic training sessions, with theory and practical exercises,
- Workshops, including more interaction and peer learning,
- Technical training, including site visits as much as possible.

Training activities shall, where relevant, be organized at Cluster level in order to foster collaboration between SPs and support the development of common operational cultures required for RWU operationalization.

d. The Consultant should pay attention to gender diversity in the training workshops. In this regard, the Consultant shall assist PWA in encouraging and actively selecting female staff to participate, aiming for at least 50% representation. Additional long-term support

In addition to the previous sub-tasks, as part of the RWU development process as detailed in D.1.1, the Consultant shall provide organizational, financial and technical support to targeted SPs in:

- Establishing a clear and realistic transition framework for each SP enabling integration into an operational RWU structure:
 - i. Organizational structure and job description (based on the 2018 roadmap),
 - ii. HR (transfer strategy – including a gender approach),
 - iii. Asset (transfer strategy),
 - iv. Technical (objectives of performance),
 - v. Governance (steering committee, partnerships, contracts managements, etc).
- Establishing a financial strategy for each SP ensuring long-term financial sustainability compatible with RWU licensing and autonomous utility operation:
 - i. Prospectives of tariff within several scenarios,
 - ii. Clear investment plan for targeted SPs, ensuring the feasibility of the roadmap (link with the capacity building plan to the Service Providers).

This long-term support constitutes the operationalization stage of the RWU establishment process (cf. D.1.1.a), through which targeted SPs progressively adopt the organizational, financial and technical practices required for transition toward fully operational RWUs.

Furthermore, following the trainings received, targeted SPs may require specific technical support. The support will be provided where weakness have been identified during the preliminary detailed need assessment, and according to the requirements specified by the SPs. Support will therefore be provided on demand basis, prioritising actions that strengthen RWU operational readiness including strategic planning, financial autonomy, performance monitoring and service harmonization. The object of this support could cover:

- Developing a priority investment plan, in line (if existing) with sanitation masterplans

During the assessment conducted under the WaDIS design stage, representatives from several SPs reported the absence of multi-year strategies and planning as a significant challenge facing their organizations. In these cases, projects and interventions are typically determined on an ad hoc basis, driven by immediate urgency and specific requests.

Similarly, other SPs reported a lack of medium- to long-term vision and clearly defined objectives. Given the distinct geographical, political, and socio-economic contexts of each area and SP, it is crucial that such strategies be co-developed at the local level, with direct support from the Consultant.

- Developing clear financial strategies and business plans, that include investment planning for infrastructure development.

Most SPs do not have business plans or clearly defined annual or multi-year financial objectives. Operating on a short-term basis using only an annual budget limits the ability to plan for and include infrastructure investment strategies. As a result, SPs remain financially dependent on support from the PWA or international funding sources.

The Consultant could support existing RWUs, which currently operate without medium- or long-term financial strategies, in defining financial targets aimed at enabling service development, network expansion, or quality improvement—while reducing dependency on financial support from the PWA and international partners.

For existing RWUs and large SPs and municipalities (Nablus, Jericho, Qalqilya, South East Nablus JSC), it appears essential to encourage and support a shift away from annual budgets focused solely on operations and maintenance costs, toward more comprehensive financial planning that includes investment strategies for infrastructure development.

For smaller SPs, although the challenges may be more limited in scale, the absence of a business plan and defined financial objectives hinders the development of services and limits the potential for strengthening financial autonomy, even at a modest level. In such cases, the Consultant may provide technical planning support to municipalities with limited internal capacity.

- Improving the cost recovery capacity

As the analysis of the selected SPs has revealed significant disparities in terms of financial sustainability, cost recovery, and operational efficiency, it seems essential to strengthen the capacities of the various SPs by providing tailored responses to the issues observed.

During the design stage of the WaDIS project, a few assessed municipalities and SPs showed a serious financial imbalance and deficits that are driven either by extremely low bill recovery, highly variable expenditures or depreciation costs that exceed effective revenues. These deficits and low bill revenue collection present a risk to funding asset renewal, negatively affecting the service quality and continuity in the long term.

On the other hand, although a few SPs demonstrated a generally good financial performance, they face a major challenge due to delayed payments that affect their financial sustainability. These SPs may also require support in improving their bill collection mechanisms.

In this regard, the Consultant should support the SPs to reform their financial models by improving their billing and collection efficiency (including through the expansion of prepaid systems), controlling operational costs (especially variable expenditures) and, where appropriate, adjusting tariffs. These measures are essential to avoid service deterioration and ensure the future viability of the water and sanitation systems.

- Adapting the Standardized Operational Procedures for managing customers (including marketing and complaints mechanisms) according to their own service

The design stage of WaDIS found that most of the key SPs have established processes for addressing complaints from service beneficiaries. However, given the variation in the number of customers and the nature of customer-SP interactions across SPs, tailored support could assist in structuring and enhancing these processes, such as through the development of specific customer service procedure manuals.

Furthermore, ongoing instability and security in some areas pose significant challenges to effective complaint follow-up. Implementing a context specific approach could help improve service quality and simultaneously increase the recovery rate.

e. Socio-economic survey and IEC/marketing campaigns

The diagnostic showed that the public and civil society organizations have a relatively low understanding of legal requirements and standards for wastewater and reuse water. It also appears that tariffication is insufficient to maintain investment and to finance training. A new implementation strategy may require low-cost infrastructures for the local level.

In this context, Information, Education and Communication (IEC) and marketing campaigns are planned. The campaigns shall aim to:

- Improve the image of the SPs among users while raising public awareness of the ongoing transition toward regionalized water and wastewater service provision under the future RWUs,
- Increase the connections of households to the sewer network, with particular attention to the most disadvantaged households,
- stimulate demand and acceptance for sanitation services with gender disaggregated data when possible and depending on users' profiles (single led family / women led family),
- Improve invoice collection rates,
- Increase the knowledge of the rules relating to sanitation services (who to contact, what formalities, what tariff, what service payments, etc.) and knowledge of any assistance schemes available to the most disadvantaged households,
- Reduce social taboos and resistance related to sanitation services, consider gender biased blockages,
- Increase community participation in sanitation projects,
- Increase gender equality in access to the sanitation service,
- Inform, educate, and mobilize individuals and communities to adopt safe sanitation, and hygiene behaviors.

The Consultant will assist the PWA to select 5 SPs who will be targeted for the campaign support. The selection of the 5 SPs will be made from among the 10 SPs already targeted for the capacity-building activities and based on the results of the preliminary needs assessment including the following 4 criteria :

- Proportion of vulnerable population excluded from service,
- Low wastewater coverage rate (especially if there is a WWTP);
- Low bill collection rate,
- High willingness and capacity of the SPs.

The Consultant will support these SPs to develop the Terms of Reference (ToR) and manage the procurement process to recruit a local organization (NGO or private company) to conduct the surveys and the campaign.

The Consultant will recommend integrating a brief review of existing communication plans and campaigns funded by other development partners prior to the implementation of the surveys and campaigns, in order to ensure coherence, avoid duplication and draw on relevant regional experiences and lessons learned.

The goal of the socio-economic surveys is to collect sufficient data to design adapted IEC/ marketing campaigns and reach target groups.

The socio-economic surveys should cover:

- Socio-economic profile, including gender-oriented analysis,
- KAP (Knowledge Aptitude Practice),
- Demand and offer for sanitation connection (household, commerce, industry, etc.),
- Accessibility to the service (procedure, tariff, etc.),
- Service Satisfaction and perception (fairness in service provision, community trust in the SP, potential sources of social tensions, etc.),
- Analysis of the main obstacles and leverages, with specific attention on gender issues, and most vulnerable public,

- Analysis of gender-specific risk,
- Mapping of civil society organizations, NGOs engaged on the subject, and capacities, and a focus on women's networks and organizations.

Survey tools shall be designed to identify the main obstacles limiting the most disadvantaged groups from accessing the service. Survey tools will be reviewed by the PWA project gender focal point to ensure alignment with the GAP prior to implementation.

In addition to the socio-economic surveys, the Terms of Reference should include a water demand assessment in the targeted communities. These water demand assessments should analyze current and potential demand for water and sanitation services, including water use patterns, willingness to connect and affordability aspects. The results will support SPs in better planning service expansion, improving customer engagement and strengthening their operational and financial management in preparation for the operationalization of RWUs.

Using the outcomes of the socio-economic survey, the Consultant will assist the SP and hired contractor to design the campaigns and provide punctual support during implementation. The campaigns shall tackle major challenges including women's and vulnerable households' access to sanitation services. They should be based on facts/information and inspirational key testimonials.

The campaigns should target with specific objectives, messages and tools the following audiences:

- Households in areas that are already connected and not yet connected,
- Businesses and industries,
- Local authorities, community leaders, civil society key organizations,
- Women networks, figures and key community representatives, and
- All other relevant stakeholders involved in the sanitation service and its development.

These campaigns should promote non-gendered roles by providing an equal visual representation of men and women in its graphic identity and its communication supports. They should inform on the key contribution from women for the economic growth, innovation strategy, teamwork, the traditional Palestinian identity and women's traditional and ancestral contributions for communities. They should tackle major challenges such as transportation and time spent at checkpoints, physical security, visible and non-visible women's discrimination in labor place and provide concrete examples of women overcoming such blockages and inspire younger women generations to participate and work in the wastewater and reuse sector

The project gender referent under the PWA Project Management Team will be particularly mobilized in the preparation process and in the implementation monitoring to ensure that gender expectations are well respected.

The Consultant will assist PWA through the tendering, evaluation and contract negotiation process in accordance with section K.2. Each step will require a specific validation by PWA and eventually a "Non-Objection Notification" from AFD. Throughout the surveys and campaigns, the Consultant will then provide the PWA with ongoing support and guidance, ensuring smooth execution and addressing any challenges.

f. Establish baseline WWTP performance

According to the last information received, as presented in the figure below, around 24 WWTP are currently operating in the West Bank, including:

- 5 of them designed to treat around 10 000 m³/day or more (large scale);
- 7 of them designed to treat between 1 000 m³/day to 10 000 m³/d (medium scale)
- 12 designed to treat less than 1 000 m³/d (small scale)

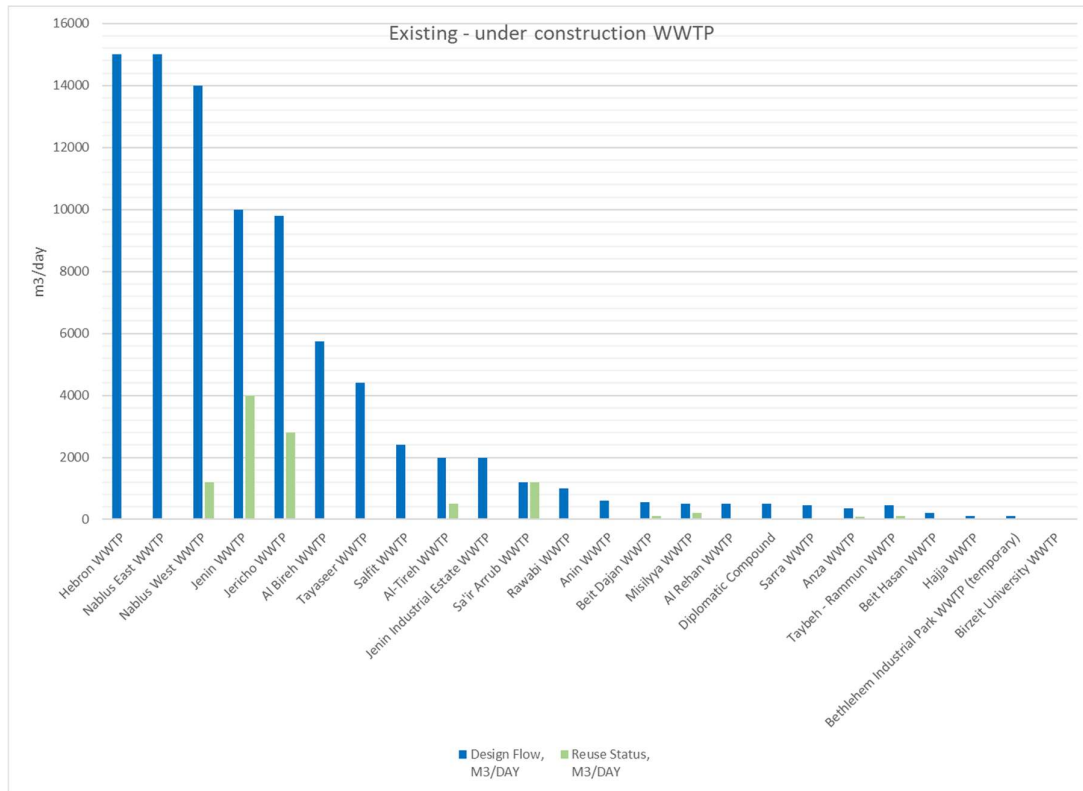


Figure 3 Status of WWTP in the West Bank

It is proposed to establish a comprehensive baseline for the large and medium scale WWTPs, the data from which will enable WSRC to strengthen its monitoring of operation, performance and compliance (cf D.2.2) and contribute to the establishment of future RWU performance monitoring and regulatory oversight mechanisms.

This baseline will include the following outputs:

- Establish a comprehensive baseline for performance monitoring defined with WSRC;
- Identify compliance issues;
- Characterizing potential of treated wastewater for reuse in quantitative and qualitative terms (with MoA and existing WUA).

This activity will be coordinated by the Central Laboratory and Water Quality Department of PWA, in close collaboration with SPs and WSRC.

The Consultant is specifically expected to support the PWA and WSRC to define the measurement campaign protocol adapted to the size and nature of the WWTP, including:

- Flow monitoring,
- Quality analysis,
- Sludge volume monitoring.

The campaign will be implemented over a full year. As far as possible, these measures will be performed directly by the SPs with the support of the Consultant. The water analysis will be outsourced to three (3) laboratories:

- 1 in the north (Nablus University laboratory),
- 1 in the south (Polytechnic University laboratory - Hebron),
- 1 in the middle (PWA laboratory).

For SPs targeted for the Capacity Building Plan (cf. D.2.3.c), the Consultant shall support the PWA and WSRC, and in strong relation with SPs themselves, to define an action plan in case of non-compliance or in case of under-performance.

E. EXPECTED RESULTS

The WaDIS project LogFrame is included in appendix. Related to the Consultant's mission, the following outputs and related indicators are set.

Performance of the Consultant will be evaluated quarterly by the Project Coordinator.

Output	GAP Output	Output Indicator	GAP Indicator	Responsible ¹			
				PWA	WSRC	SP	Consultant
SO1: Institutional, legal and regulatory frameworks are strengthened to support the implementation of wastewater and reuse sector reform and strategies							
R1: RWU development process is supported, in line with the existing roadmap and PWA's priorities. <ul style="list-style-type: none"> Task 1.1 	GAP 1: As part of the RWU development process, the HR transfer plan has integrated a dedicated objective to promote gender balance and equality.	Detailed initial assessment	Minimum of 30% women in both management positions and across the entire human resources department	A	C	C	R
		Negotiation framework + negotiation plan		A	C	C	R
		Establishment decree from PWA + licence from WSRC		R	R	I	C
		Financial strategy & transition plan per Cluster		A	C	C	R
R2: Institutional framework for reuse of treated	N/A	Institutional framework options & legal roadmap	N/A	A	C	C	R

¹ R = Responsible; A = Accountable; C = Consulted; I = Informed

Output	GAP Output	Output Indicator	GAP Indicator	Responsible ¹			
				PWA	WSRC	SP	Consultant
wastewater and sludge is clarified <ul style="list-style-type: none"> Task 1.2 							
R3: Legal and regulatory framework for wastewater, sludge and reuse management is strengthened. <ul style="list-style-type: none"> Task 1.3 	N/A	Feasibility study on centralized composting system for sludges is produced and disseminated to SPs, and 1 workshop was organized with MoA, SPs and WUA.	N/A	A	I	I	R
R4: Coordination of relevant governmental and non-governmental actors for sustainable management of non-conventional water resources has improved, and lessons learned, sectorial key information and initiatives are shared more widely. <ul style="list-style-type: none"> Task 1.4 Task 1.5 	GAP 2: Information and experiences related to gender blockages are more widely disseminated and discussed to promote existing positive initiatives, share lessons learned, and identify, through collective reflection, new measures.	2 national workshops & 2 study tours were organised	50% participation of woman for each event. 1 case study focused on innovative gender approach / project is planned for each study tour	R	I	I	A
SO2: The capacity of key actors involved in wastewater and reuse sectors is improved							
R8: The capacities of PWA are strengthened, as part of its role in the project and	GAP 4: Directors and managers of key PWA departments involved in the	- 8 steering committee meetings were organized, including 4 by PWA	At least 50% of woman in the WaDIS project management team	R	I	I	A

Output	GAP Output	Output Indicator	GAP Indicator	Responsible ¹			
				PWA	WSRC	SP	Consultant
its mission in wastewater and reuse sectors <ul style="list-style-type: none"> Task 2.1 	development and monitoring of sanitation and reuse projects are made aware of gender-related levers for action (legal, social, organizational, etc.).	- 24 technical committee meetings were organized, including 12 by PWA - 24 missions were organized to monitor the implementation of the project					
		40 training days were delivered	At least one module of the Capacity Building Plan is focused on gender 50% participation of women in total for all trainings	A	I	I	R
		1 web platform was developed and used by the SPs	N/A	A	C	C	R
R9: The capacities of WSRC are strengthened, as part of its role in monitoring and controlling the WW service, and especially WWTP performance and compliance <ul style="list-style-type: none"> Task 2.2 	N/A	24 missions were organized to monitor the implementation of the project	N/A	I	R		A
		2 national workshops were organized		I	R	I	A
		Indicators are proposed to improve the monitoring of sanitation services and especially WWTP performance		I	A	C	R
		30 days of training were organized on new performance indicators		I	A	I	R

Output	GAP Output	Output Indicator	GAP Indicator	Responsible ¹			
				PWA	WSRC	SP	Consultant
		1 annual report is edited including the new indicators		I	R	C	A
<p>R10: The management, commercial and technical capacities of SPs are strengthened, as part of the provision of sustainable services for management of wastewater (including for reuse)</p> <ul style="list-style-type: none"> Task 2.3 	<p>GAP 5 : Women within the targeted SPs are given priority access to the project's training and support measures.</p>	Needs of the 17 key SPs of 5 clusters targeted are identified & characterized	At least one module of the training catalogue is focused on gender.	A	C	A	R
		1 detailed Capacity Building Plan is proposed	50% of women in total for all trainings.	A	C	C	R
		1 training catalogue is developed		I	I	A	R
		At least 1 referent (ToT approach) is identified for each module of the catalogue		I	I	R	A
	10 SOPs, manuals or procedural tools were developed and used	I		C	A	R	
	100 days of training was organized benefitting 10 SPs	A		I	I	R	
	At least 1 referent has gained the capacity and confidence to design & deliver the majority of the training sessions	I		I	R	A	
	<p>GAP 6 : Directors and managers of all targeted SPs are made aware of gender-related levers for action (customer management, service design, social support, organizational, etc.).</p> <p>GAP 7 : The SPs have identified the main obstacles limiting the most disadvantaged groups from accessing to the service and implemented on the ground actions based on information, awareness, and marketing.</p>	1 monitoring plan is elaborated	N/A	A	C	C	R
		1 annual water monitoring campaign is completed according to the monitoring plan	A	A	R	A	

Output	GAP Output	Output Indicator	GAP Indicator	Responsible ¹			
				PWA	WSRC	SP	Consultant
		A remediation roadmap is developed for each WWTP/SP that does not comply with regulations		A	A	C	R
		5 SPs have a gender-oriented marketing strategy based on a demand analysis	At least 50% of SPs team designated or recruited to implement this activity are woman.	C	I	A	R
		5 SPs organized an information campaign based on initial assessment	All survey tools are gender specific -and enable analysis of sticking points through a gender lens	I	I	R	A

F. PROVISIONAL SCHEDULE FOR THE SERVICES

The duration of this assignment is 48 months from the starting date addressed in the PWA letter to proceed, including the time needed by the Client to revise and approve the deliverables. The Consultant shall in their technical proposal provide a detailed work program in light of this provisional schedule. The Consultant may propose amendments to achieve the assignment objectives.

Task	Milestone	Target Date (after contract signature unless otherwise specified)
1.1	Delivery of RWU development process support - Phase 1 - Phase 2	24 months 42 months
1.2	Delivery of Institutional framework clarifications	12 months
1.3	Delivery of Feasibility study on centralized composting system	12 months
1.4	Delivery of Organization of national / international workshops - Workshop 1 - Workshop 2	24 months 48 months
1.5	Delivery of Organization of study tours - Study tour 1 - Study tour 2	12 months 36 months
2.1	Delivery of Reinforcement of the “Engineering and Technical Affairs Directorate”	48 months
2.1	Delivery of PWA Capacity Building Plan - Needs assessment - Implementation - Capitalization	6 months +30 months +36 months
2.1	Delivery of web platform - Needs assessment - Implementation - Capitalization	12 months +24 months +30 months
2.2	Delivery of reinforcement of the WSRC in monitoring WWTP operation, performance and compliance - KPI benchmarking - Implementation - Capitalization	6 months +30 months +6 months
2.3	Delivery of Improved capacity of SPs - Needs assessment - Training catalogue and operational tools - Capacity Building trainings - Additional long-term support	6 months +24 months +30 months +42 months
2.3	Delivery of WWTP performance monitoring - Baseline - Implementation - Capitalization	12 months +12 months +6 months
2.3	Delivery of Socio-economic survey and IEC / marketing campaign - Preparation - Implementation - Capitalization	12 months +24 months +6 months

G. DELIVERABLES AND REPORTING REQUIREMENTS

G.1. Deliverables

Aligned with the main activities and tasks of the Consultant's mission, the following are the expected deliverables:

- Inception report,
- Activity 1
 - Task 1: Support to Clusters in the RWU development process
 - Initial assessment per targeted cluster,
 - Formal negotiation framework,
 - Financial strategy and transition plan per targeted cluster.
 - Task 2: Institutional framework clarification
 - Institutional framework proposed options,
 - Legal roadmap for the preferred option.
 - Task 3
 - Feasibility study report on centralized composting system for sludges at national level.
- Activity 2
 - Task 1 : PWA capacity building
 - Preliminary needs assessment; detailed Capacity Building Plan;; training materials, attendance sheet and short training report including satisfaction evaluation
 - Web platform: initial needs assessment, proposed system architecture and management model, TOR and bid documents
 - Task 2 : WSRC capacity building
 - KPI benchmarking
 - Proposed KPIs and monitoring plan (including gender-based indicators)
 - Capacity Building Plan, training materials, attendance sheet and short training report including satisfaction evaluation.
 - Task 3 : SP capacity building
 - Needs assessment and detailed Capacity Building Plan per targeted SP,
 - Training catalogue and operational tools,
 - Training materials, attendance sheet and short training report including satisfaction evaluation,
 - Financial strategy and transition plan per targeted SP,
 - WWTP measurement campaign protocol
 - Terms of Reference for socio-economic surveys and IEC/marketing campaigns
- Final report

The list of deliverables presented above is indicative and may be further refined during the inception phase of the assignment. The Consultant may propose, in its technical proposal or during implementation, any additional deliverables deemed necessary to effectively achieve the objectives of the assignment. The Client reserves the right to request intermediary deliverables, where relevant and aligned with the scope of services.

In addition to the main deliverables, the Consultant will prepare brief monthly reports (2 pages, highlighting major achievements within the month and flagging any obstacles or risks) and semi-annual and annual financial and technical reports within 15 calendar days following the semester or year under review, summarizing:

- Progress of activities and results:
 - Description of activities implemented during the reporting period,
 - Progress under each Specific Objective, including gender-related indicators,
 - Status of procurement processes,
 - Analysis of results achieved compared to the approved work plan.
- Coordination and stakeholder engagement:
 - Summary of key meetings held and coordination activities undertaken,
 - Minutes of important meetings with project stakeholders,
 - Compilation of major decisions affecting project implementation.
- Main challenges, risks and corrective measures:
 - Technical, institutional, administrative or financial issues encountered,
 - Analysis of deviations from the planned schedule, budget or expected outputs,
 - Identified risks affecting timelines, quality of outputs, or budget,
 - Measures taken or recommendations to address these issues.
- Administrative and financial reporting:
 - Summary of human resources mobilised during the reporting period,
 - Financial progress, including expenditures incurred, invoicing status and payments received,
- Work plan and forecast:
 - Updated implementation schedule,
 - Activities and deliverables planned for the next reporting period,
 - Planned mobilisation of experts, including arrivals and departures of team members,
 - Identification of any support or decisions required from the PWA.

At the end of the assignment, the Consultant will also provide a summary final report within 30 calendar days following the completion of activities, synthesising quarterly and annual reports with an additional focus on lessons learnt and recommendations to PWA and WSRC.

G.2. Format

Draft deliverables shall be submitted in soft copies (editable PDF and Word). Final deliverables shall be presented in both soft and two (2) hard copies. All reports should be written in a clear and concise manner.

All documents and reports shall be prepared and submitted in English, with the exception of those intended for use by the SPs/RWUs' technical staff (operational documents such as SOPs, manuals, training materials and similar practical tools), which shall be prepared and submitted in Arabic and one master copy in English.

G.3. Validation of deliverables

The contract will be managed by the PWA.

On receipt of each deliverable, the PWA will have 14 working days to provide comments or validate it.

The Consultant will then have 5 working days to take comments into account and produce a new version of the deliverable.

G.4. Language requirements

The language of the contractual documents and of the reports to be written within the scope of the assignment is English. Day-to-day communication language is Arabic.

If required by the Client, a translation of the main reports in Arabic shall be provided. In such a case, the Consultant will ensure that documents in Arabic will have the same title as the English version and follow the same page layout as the English version. Consistency and integration of proposed changes (track change mode) will be ensured.

H. PROFILE OF THE CONSULTANT

The Consultant must demonstrate to have the following successful experience in the field of water and/or wastewater within the last 15 years:

- Proven experience in supporting institutional reform processes, utility restructuring (including consolidation processes such as regional utilities), governance models, asset transfer mechanisms, and performance improvement programmes for water and wastewater service providers.
- Demonstrated experience in wastewater treatment, sludge management and composting, feasibility studies, technical and financial modelling (CAPEX/OPEX, cost recovery, tariff considerations), and development of regulatory or strategic frameworks related to sanitation and reuse.
- Extensive experience in designing and implementing institutional capacity development programmes, development of KPIs and monitoring systems, support to regulatory authorities, and delivery of structured training and technical assistance at governmental and utility levels.
- Proven experience in integrating gender equality and social inclusion considerations into institutional reform, service provision, communication strategies and capacity building activities, including the use of sex-disaggregated data and gender-sensitive monitoring frameworks.

Experience shall be substantiated by references including client name, contract value, duration, scope of services and confirmation of satisfactory completion.

The Consultant must provide at least two contracts similar in scope, budget and duration related to providing institutional reform and/or capacity building and/or Technical Assistance services in water and/or wastewater projects.

The Consultant must demonstrate concrete outputs from gender equality integration and social inclusion experiences, for example gender KPIs developed, gender action plans implemented.

The Consultant shall demonstrate experience working in fragile or politically sensitive environments. Previous experience in the Middle East region, and knowledge of the Palestinian water and sanitation sector, will be considered a strong asset.

Firms may submit their proposal in joint venture/ association to enhance their qualifications. In case of joint venture or association, the lead firm shall be clearly identified and shall assume overall contractual responsibility.

Foreign companies working or intending to conduct activities in Palestine shall comply with the applicable legal framework, including Companies Bylaw No. (42) of 2021. This may include one of the following forms :

- Register as a Palestinian/local company,
- Partner with a locally registered company,
- Register a branch office, or
- Open a representative office for non-commercial activities.

Compliance with applicable national registration requirements shall be ensured prior to contract signature.

I. TEAM COMPOSITION AND REQUIRED EXPERTISE

The Consultant shall provide the below minimum staffing:

No.	Position	Criteria
Key Experts		
K-1	Team Leader, water sector reform expert	<ul style="list-style-type: none"> • Master's Degree in engineering/ public policy/ economics, or another related field • Minimum 15 years of professional experience in the water and wastewater sector • At least 10 years of experience managing donor-funded projects, including proven involvement as a Project Manager for a minimum of 2 Technical Assistance projects • Proven experience in sector reform, institutional strengthening and governance of water and wastewater services
K-2	Water/sanitation utility expert	<ul style="list-style-type: none"> • Master's degree in civil/ water/ environmental engineering • Minimum 10 years of total experience • At least 8 years actual experience in water and/or wastewater utility operations, including proven experience in performance improvement
K-3	Gender and socio-economic expert	<ul style="list-style-type: none"> • Bachelor degree in gender studies/ sociology/ social/ economic sciences or equivalent • Minimum 8 years of professional experience working on gender issues and training and capacity building in projects of social sectors, including water and sanitation
K-4	Capacity building expert	<ul style="list-style-type: none"> • Bachelor's degree in a relevant discipline • Minimum 8 years of professional experience • Experience designing and implementing capacity-building programs for public institutions and utilities, including developing training manuals and Training of Trainers (ToT) methodologies
Non-Key Experts		
NK-1	Wastewater treatment process expert	<ul style="list-style-type: none"> • Bachelor's degree in civil/ environmental/ chemical/ process engineering • Minimum 10 years of total experience • At least 5 years actual experience in the design and planning of wastewater treatment plants
NK-2	Hydraulic engineer	<ul style="list-style-type: none"> • Bachelor degree in civil/ water / mechanical engineering • Minimum 5 years of total experience • At least 3 years' experience in the design of pipe networks, sewer systems, hydraulic analyses and modeling
NK-3	Electromechanical engineer	<ul style="list-style-type: none"> • Bachelor degree in electrical/ mechanical/ electromechanical engineering • Minimum 7 years of total experience with at least 3 years' experience in water and wastewater systems

NK-4	Financial expert	<ul style="list-style-type: none"> • Master's degree in economics/ public finances/ business administration or related fields • Minimum 10 years of professional experience in financial analysis • At least 5 years of experience as financial analyst/ economist in water and/or wastewater projects, with relevant experience in financial modelling, cost recovery and tariff analysis
NK-5	Commercial management expert	<ul style="list-style-type: none"> • Bachelor degree in business administration/ finance/ management or economics • Minimum 10 years of professional experience • At least 5 years of experience in commercial management of business operations for water and sanitation utilities, including billing, collection, customer service and commercial performance improvement
NK-6	Communication expert	<ul style="list-style-type: none"> • Bachelor degree in communications/ public relations/ journalism or related • Minimum 7 years of professional experience • Experience supporting stakeholder engagement and communication for IEC/ marketing campaigns
NK-7	GIS expert	<ul style="list-style-type: none"> • Bachelor degree in civil engineering/ GIS/ geomatics or other related field • At least 5 years of experience in handling complex GIS databases (analyses and creation)
NK-8	SCADA expert	<ul style="list-style-type: none"> • Bachelor degree in engineering/ automation or related field • At least 5 years of professional experience with SCADA implementation or optimization for water and wastewater utilities
NK-9	Public procurement and legal expert	<ul style="list-style-type: none"> • Bachelor's degree in law, public administration, engineering, economics or a related field • Minimum 7 years of professional experience in public procurement, contract management, legal advisory services or regulatory support related to public sector or infrastructure projects • At least 5 years of experience in procurement procedures and legal/regulatory compliance for publicly funded infrastructure or utility projects (preferably water, wastewater or municipal services) • Previous experience with international financing institutions' procurement procedures will be an asset • Familiarity with the Palestinian legal and regulatory frameworks shall be considered an advantage

International and national experts should be mobilised. All non-local Key Experts must have at least 2 years of specific regional experience. Experience in Palestine will be a plus.

At least the Key Experts shall have an excellent knowledge of oral and written English. Working proficiency in Arabic is a plus.

The level of mobilization expected for this mission is about 950 expert-days. The Consultant shall prepare a Staff Mobilisation schedule linked to the Deliverables and Activities. The total input of each Expert per Activity and Deliverable shall be clearly indicated. The schedule shall illustrate the on-site and home inputs of each member.

The Consultant shall ensure adequate presence in Palestine to effectively implement the assignment and coordinate with the PWA and relevant stakeholders. The Consultant must have a local liaison office in Ramallah.

Other additional staff deemed essential to perform the services shall be provided in the proposal. If additional inputs from the Key or Non-Key Experts are required during the course of the assignment to fulfill the Consultant's obligations under these ToR, it shall not be a base for any additional cost.

All proposed Key Experts shall be deployed on the project. In the event that the proposed key staff cannot be deployed, they shall be replaced with qualified personnel (equal or higher) approved by the PWA, without any compensation. Any request for substitution shall be duly justified and submitted in advance

J. PAYMENT SCHEDULE

The contract will be a time-based contract over a period of 48 months.

In addition to time-based remuneration for most services, certain payments shall be conditional upon the achievement and validation of predefined results, as specified below.

The contract shall also include lump-sum payments related to the delivery of capacity building trainings.

a. Time-based payments

An advance payment of 10% upon signature of the contract accompanied by a bank guarantee.

Subsequently, time-based payments will be made quarterly, after validation of the specific reports and deliverables related to the period and after validation by the Client and the Project Coordinator of the time dedicated. The quarterly sum will be broken down as follows:

- Quarterly fees for staff, calculated on days/months of service,
- A fixed quarterly amount for operation costs (local transportation and office, communication and internet costs),
- A variable amount related to international travel of experts.

A 20% deduction will be systematically made from the fees for each quarterly payment to offset the advance payment and bonus payments.

b. Bonus payments

10% of the consultant's remuneration will be contingent upon achievement of performance objectives.

The performance objectives will be based on the expected program results (cf. section E) and shall be assessed and validated jointly by the Consultant, the PWA and the Project Coordinator:

No.	Milestone	Payment (% of the contract amount)
1	Delivery of the RWU development negotiation framework and transition plan	2.5%
2	Delivery of the proposed TWW reuse institutional framework and validated legal roadmap	2.5%
3	Delivery of SP training catalogue and operational tools	2.5%
4	Delivery of individual SP transition plans and financial strategies	2.5%

In the event of non-validation by the PWA and the Project Coordinator, the corresponding payment shall not be due.

However, where the Consultant demonstrates that the non-achievement of the performance objectives results from factors beyond its reasonable control, including institutional, political or security constraints, the Project Coordinator, in consultation with the PWA, shall assess the circumstances and determine whether such factors materially prevented the Consultant from achieving objectives. Where appropriate, the Project Coordinator may propose a level of presumed performance corresponding to the results that would reasonably have been achieved in the absence of such constraints, on the basis of documented evidence provided by the Consultant.

c. Lump-sum payments

The lump-sum payments apply to the implementation of the Capacity Building Plan, for which the services will be paid quarterly, after successful delivery of the trainings and validation of the training reports by the Client and the Project Coordinator of the trainings workshops completed during the period

K. IMPLEMENTATION MODALITIES

K.1. Meetings and coordination requirements

Regular coordination and governance meetings shall be organized at defined intervals to ensure effective oversight and alignment between institutions:

1. The Consultant shall organize a monthly progress meeting to present the monthly progress for the PWA.
2. A Technical Committee meeting shall be held on a monthly basis, alternately organised by the PWA and the MoA; the Consultant shall support the PWA in the preparation and facilitation of meetings when organized by the PWA, and attend meetings chaired by the MoA.
3. A Steering Committee meeting shall be held on a semi-annual basis, organised by the MoPIC and alternately chaired by the PWA and the MoA; the Consultant shall support the PWA in the preparation and facilitation of meetings when chaired by the PWA, and attend meetings chaired by the MoA.
4. Gender Referent Group meetings or dedicated workshops shall be organized on a semi-annual basis, facilitated alternately by the designated gender focal points of the PWA and the MoA; the Consultant shall support the PWA gender referent in their preparation and facilitation and shall participate in meetings organized under the responsibility of the MoA.
5. Ad-hoc/technical meetings shall be conducted upon request from either the PWA or the Consultant.

All expenses for these meetings and workshops are covered by the PWA.

Aside from regular meetings, the Consultant will adopt a collaborative approach, working closely with the PWA, WSRC, SPs and other consultants, contractors and AFD personnel to complete the assignment. The Consultant will work closely with the PWA PMU and targeted departments to ensure the development of training programs and initiatives that address the project's specific needs. The PWA PMU gender referent will also play a crucial role to ensure that gender expectations are well respected. The Consultant will closely collaborate with the department heads and gender referent to identify technical and capacity gaps and develop tailored solutions and capacity-building plans.

Regular consultations and coordination meetings must also be held with other consultants and contractors involved in the project to ensure a unified approach. Specifically, the Consultant shall collaborate closely with the MoA/PWA Technical Assistance Consultant and the Project Coordinator, responsible for the overall project management and coordination. The Consultant will also work with GIZ to align capacity-building efforts. The Consultant should include in their offer how they propose to assure this coordination.

K.2. Procurement process support

The Consultant shall support the PWA PMU in the WaDIS project procurement processes (see provisional Procurement Plan in [appendix](#)). Such support shall be advisory in nature and shall not replace or supersede the formal responsibilities of the PWA PMU.

For each procurement, the Consultant shall:

- Review the tendering documents elaborated by PWA/PMU,
- Facilitate the validation process (Non Objection of AFD),
- Provide a technical review on technical offer (if required by PWA/PMU),
- Support PWA during the negotiation phase,
- Provide a technical review on deliverable (if required by PWA/PMU).

K.3. Capacity building implementation modalities

On the basis of the Capacity Building Plans validated by the PWA, the Consultant shall:

- Develop all tools and training materials in Arabic;
- Conduct all trainings in person in Arabic;
- Provide a post-training follow-up;
- Carry out a satisfaction survey and evaluate the results obtained.

All trainings will be done in Ramallah, Palestine as far as possible to facilitate and optimize the participation of all relevant PWA agents, as well as the WSRC and NWC, according to the proposed topics. In case of logistical constraints, alternative venues or blended learning modalities may be proposed in coordination with the PWA

All training should include a Training of Trainers (ToT) approach. To include a ToT approach, the following measures will be taken:

- For each module, according to the topics, 1 or 2 referents will be identified.
- These selected referents will:
 - Work in pair with the Consultant and the trainers for designing the training and elaborating the training materials,
 - Benefit from additional mentoring to co-facilitate future sessions in order to progressively take the lead on their training sessions.

K.4. Inputs to be provided by the Client

The MoA will make available all relevant documents and will provide at all times access to the records and premises subject to applicable national regulations and internal procedures. All information and background documents provided as part of these ToRs are for the sole purpose of conducting this assignment. All information should be treated as confidential and not used for any other purpose.

K.5. Inputs/facilities to be provided by the Consultant

The Consultant will be responsible for providing all necessary facilities and logistical support for its staff, including office space, vehicles, miscellaneous transportation, office equipment (computers, printers, telephone, internet services), survey and investigation equipment, communications, utilities, office supplies and other miscellaneous costs for carrying out the services as deemed necessary, and to provide all the administrative, technical, professional and support staff needed to carry out the services.

In the event that the Consultant directly delivers capacity building trainings, the Consultant shall be responsible for all related logistical and organisational arrangements. This shall include securing appropriate training venues, providing training materials and equipment, covering participants' logistical costs where applicable (including transportation and refreshments) and organising any other practical arrangements (site visits, etc.) necessary to ensure the effective delivery of the training sessions. The Consultant shall include these costs in their financial offer.

All equipment, data, reports, training materials and outputs produced under this assignment shall be shared with the PWA in editable format and shall remain available for future institutional use.

K.6. Assumptions and Risks

The below assumptions, risks and proposed mitigation measures were identified during the diagnostic phase of the project preparation.

These risks and mitigation measures are provided indicatively. The Consultant shall include a security methodology in its technical proposal in accordance with Subclause ITC 10.1 of the Data Sheet. The Consultant shall further refine this analysis and develop a comprehensive risk management plan, identifying emerging risks and proposing appropriate mitigation measures throughout the execution of the assignment.

K.6.1. Contextual and political risks

The following contextual risks have been identified:

- Political and security instability affects institutional continuity, priorities and sector governance,
- Access and movement restrictions into or within Palestine may affect field missions and stakeholder engagement,
- Limited engagement of certain regions depending on the security situation.

The WaDIS programme design incorporates risk-sharing mechanisms through multiple project owners and structured coordination frameworks.

The Consultant undertakes the assignment with full awareness of the instability in Palestine and shall adopt appropriate risk management and security measures for its personnel.

The Consultant shall ensure flexibility in planning, anticipate potential disruptions, and propose adaptive implementation modalities where necessary to safeguard project continuity.

K.6.2. Institutional and operational risks

The following operational risks have been identified:

- Limited committed or withdrawal of Local Government Units (LGUs) in the RWU development process,
- Divergent expectations among LGUs regarding governance, asset transfer, staffing and budget allocation,
- Incomplete asset registers, inconsistent databases and insufficient customer data within LGUs,
- Limited institutional capacity to manage technical, financial and regulatory responsibilities in line with donor procedures,
- Insufficient coordination or lack of synergy with parallel sector programmes,
- Limited availability of focal points or insufficient participation in Steering and Technical Committees,
- Insufficient ownership or implementation of the GAP.

The WaDIS programme proposes establishment of formalized Steering and Technical Committees and clear definition of stakeholder roles and responsibilities.

The Consultant shall actively facilitate dialogue, proactively identify bottlenecks, support asset and HR transfer planning for RWUs, promote data harmonization and ensure continuous coordination with parallel initiatives (including GIZ and other actors).

The Consultant shall also integrate gender considerations across all activities and monitor adherence to the Gender Action Plan.

K.6.3. Financial and implementation risks

The following financial and implementation risks have been identified:

- Delays or limitations in procurement and financial execution in accordance with AFD procedures,
- Insufficient administrative or financial management capacity within beneficiary institutions,
- Limited reallocation or mobilization of funds for communication and sensitisation activities,
- Budget constraints affecting the scope or number of planned studies and activities.

The WaDIS project design incorporates flexible procedures for studies and provisional sums to allow adjustments within agreed budget ceilings.

The Consultant shall provide proactive support in procurement planning, budget monitoring and administrative compliance. The Consultant shall alert the PWA to any financial or implementation risks that may affect achievement of the expected results.

L. ANNEXES

Annexe 1. Roadmap for the creation of Regional Water Utilities in the frame of the Water Sector Reform in Palestine

Annexe 2. WaDIS Project Logical Framework

Annexe 3. Roles and responsibilities of key project stakeholders

Stakeholders	Rôle
PWA	<ul style="list-style-type: none"> - Contract and manage the TA/PWA. - Ensure the coordination of the project (with distribution of tasks with the MoA and WSRC), with the support of the TA/PWA; including <ul style="list-style-type: none"> --- Administrative management --- programming management --- budget management --- procurement management --- gender integration and implementation --- reporting - Drive the coordination of the GAP implementation through specific monitoring (gender indicators, timelines, milestones), with the support of the Gender expert of the TA/PWA. - Ensures project capitalization, with the support of the TA/PWA. - Ensure a good collaboration environment with all key stakeholders with a particular focus on women's representative's bodies (networks, NGOs, etc.). <p>As part of the specific objective 1</p> <ul style="list-style-type: none"> - Contribute, as a driving force with WSRC, MoLG and SP, of RWU development process for 5 clusters. - Drive, with the support of the TA/PWA the clarification of the institutional framework clarifications related to reuse of treated wastewater and sludge. - Drive the TA/PWA in carrying out the feasibility study on centralized composting system for sludges, at national level. - Organize national/internation conferences and study tours. <p>As part of the specific objective 2</p> <ul style="list-style-type: none"> - Support the TA/PWA in elaborating the PWA Capacity Building Plan elaboration and take the decision on how it will be implemented (utilization of the provisional sum). - Based on the preliminary need assessment carry out by the TA/PWA, select the SPs who will be targeted for the Capacity Building Plan, technical support and the IEC/marketing activities. - Contribute to mobilize referent for some training session (ToT approach). - Support the TA/PWA, with the WSRC, in elaborating the SPs Capacity Building Plan and take the decision on how it will be implemented (utilization of the provisional sum). - Drive, in close collaboration with the WSRC, the development of the web-platform. - Delegate the fund for IEC/marketing campaign to SPs, and monitor their implementation with the support of TA/PWA. - Drive the organization of the WWTP baseline, in strong collaboration with WSRC, and with the support of TA/PWA. <p>As part of the project governance</p> <ul style="list-style-type: none"> - Ensure the co-leadership of the Steering Committee with the MoA - Ensure the co-leadership of the Technical Committee with the MoA - Contribute to the Gender referent group <p>All activities under PWA Management are presented in the logical framework.</p>
MoA	<ul style="list-style-type: none"> - Contract and manage the TA/MoA. - Ensure the coordination of the project (with distribution of tasks with the PWA and WSRC), with the support of the TA/MoA; including <ul style="list-style-type: none"> --- Administrative management --- programming management

	<ul style="list-style-type: none"> --- budget management --- procurement management --- gender integration and implementation --- reporting - Drive the coordination of the GAP implementation through specific monitoring (gender indicators, timelines, milestones), with the support of the Gender expert of the TA/MoA. - Ensures project capitalization, with the support of the TA/MoA. - Ensure a good collaboration environment with all key stakeholders with a particular focus on women's representative's bodies (networks, NGOs, etc.). - Facilitate the involvement of their regional representation and the identification of material needs at their level. <p>As part of the specific objective 1</p> <ul style="list-style-type: none"> - Drive, with the support of the TA/MoA the development of a clear roadmap for reuse projects in agriculture and WUA. - Drive the TA/PWA in strengthening regulation, standards and by-laws framework for reuse (agriculture perspectives). - Organize national/international conferences and study tours. <p>As part of the specific objective 2</p> <ul style="list-style-type: none"> - Support the TA/MoA in elaborating the MoA Capacity Building Plan elaboration and take the decision on how it will be implemented (utilization of the provisional sum). - Based on the preliminary need assessment carry out by the TA/PWA, select the WUAs who will be targeted for the Capacity Building Plan, technical support and the IEC/marketing activities. - Support the TA/MoA, in elaborating the WUA Capacity Building Plan and take the decision on how it will be implemented (utilization of the provisional sum). - Contribute to mobilize referent for some training session (ToT approach). - Drive the development of the R&D unit, with the support of the TA/MoA. - Recruit the local organization to implement the IEC/marketing campaign and monitor their implementation with the support of TA/MoA. <p>As part of the specific objective 3</p> <ul style="list-style-type: none"> - Drive the implementation of the 2 studies, with the support of the TA/MoA Study 1 : Benchmark of reuse in neighbouring countries Exhaustive existing situation (mapping, demand study), capitalization of key initiatives and identification of opportunities, involving the regional representative of the MoA, WUA and the SPs. Study 2 : Concept proposal of new projects <p>As part of the project governance</p> <ul style="list-style-type: none"> - Ensure the co-leadership of the Steering Committee with the PWA - Ensure the co-leadership of the Technical Committee with the PWA - Contribute to the Gender referent group <p>All activities under MoA management are presented in the logical framework.</p>
<p>Regional representation of MoA</p>	<p>Under the management of the MoA</p> <ul style="list-style-type: none"> - Benefit from the MoA capacity-building plan. - Contribute to the elaboration of the WUA capacity building plan, with the support of the TA/MoA. - Contribute to the WUA targeting process. - Provides the staff receiving the TA training of trainers. - Organize training with targeted WUA with the support of the TA/MoA. - Contribute to the formalization of the WUA creation process and associated tools/forms and ensure gender criteria / component.

	<ul style="list-style-type: none"> - Facilitate the creation of new WUAs. - Monitoring the WUA activities in the field and contribute to the opportunity identification.
WSRC	<ul style="list-style-type: none"> - Report on the activity progress on its management. <p>As part of the specific objective 1</p> <ul style="list-style-type: none"> - Contribute, as a driving force with PWA, MoLG and SP, of the RWU development process for 5 clusters. - Contribute to the clarification of the institutional framework clarifications related to reuse of treated wastewater and sludge. - Support MoA in its mission of regulation and monitoring of WUA - Contribute to the organization national/international conferences under PWA and MoA organization. - Participate to study tours under PWA organization. <p>As part of the specific objective 2</p> <ul style="list-style-type: none"> - Collaborate with PWA in selecting SPs who will benefit from the capacity building plan, the technical support and the IEC/marketing activities. - Collaborate with PWA, with the support of the TA/PWA, in elaborating the SPs Capacity Building Plan. - Contribute to some training/workshop session of SPs. - Contribute to mobilize referent for some training session (ToT approach). - Collaborate with PWA, with the support of the TA/PWA, in developing and implementing the web-platform. - Collaborate with PWA, with the support of the TA/PWA, in establishing the protocol for the WWTP baseline, in strong collaboration with WSRC, and with the support of TA/PWA. - Develop/update, with the support of the TA/PWA, key indicators and procedures, to reinforce the monitoring WWTP operation, performance and compliance. <p>As part of the project governance</p> <ul style="list-style-type: none"> - Ensure the co-leadership of the Steering Committee with the MoA - Ensure the co-leadership of the Technical Committee with the MoA <p>All activities under WSRC management are presented in the logical framework.</p>
Service Providers	<p>Targeted SPs</p> <ul style="list-style-type: none"> - Provide project focal point for the entire duration of the project - Benefit from the SPs capacity-building plan. - Provides the staff receiving the training and contribute financially for their participation (communication, transportation, accommodation, and evening meals). - Contribute to mobilize referent for some training session (ToT approach) - Facilitate the organization of the field visit of project stakeholders according to need (PWA, MoA, WSRC, TA/PWA, TA/MoA, Consultant, etc) - Facilitate the reporting of information required to monitor activities in the field, including those required for project indicators and gender component - Participate, for some of them, with PWA to the study tour. - Participate and contribute to national workshops organized by PWA and/or MoA. - Implement IEC/marketing activities, with the support of the TA/PWA. <p>Be part of the Technical Committee</p>
Water User Association	<p>Targeted WUA</p> <ul style="list-style-type: none"> - Provide project focal point for the entire duration of the project. - Benefit from the WUA capacity-building plan. - Facilitate the organization of the field visit of project stakeholders according to need (PWA, MoA, TA/PWA, TA/MoA, Consultant, etc)

	<ul style="list-style-type: none"> - Facilitate the reporting of information required to monitor activities in the field, including those required for project indicators and gender component - Participate, for some of them, with MoA to the study tour. - Participate and contribute to national workshops organized by PWA, MoA, WSRC - Contribute to identify needs and the elaboration of the training catalogue to be made available by the MoA and that includes gender approach - Provides the staff receiving the trainings - Facilitate the organization of trainings. <p>Be part of the Technical Committee</p>
NWC	<ul style="list-style-type: none"> - Provide project focal point for the entire duration of the project. - Benefit from the SPs capacity-building plan and some training session of PWA. - Contribute, in close collaboration with PWA and WSRC, to the institutional clarification for management of reuse facilities. <p>Be part of the Technical Committee</p>
EQA	<ul style="list-style-type: none"> - Provide project focal point for the entire duration of the project - Support the TA/PWA in elaborating technical documents to ensure their compliance with environmental national regulations - Support the TA/PWA in elaborating and implementing training modules for SPs and PWA : 'Environmental and social impact assessment for WWTP, sewage network and reuse projects'. And contribute to their implementation. - Contribute to mobilize referent for some training session (ToT approach) <p>Be part of the Technical Committee</p>
PSI	<ul style="list-style-type: none"> - Provide project focal point for the entire duration of the project - Drive, with the technical support of the TA/PWA the elaboration/review of technical instructions. And drive their validation process. - Support the TA/PWA in elaborating technical documents to ensure their compliance with national standards - Support the TA/PWA in elaborating and implementing training modules for SPs and PWA related to technical instructions. <p>Be part of the Technical Committee</p>
Ministry of Planning and International Cooperation	<ul style="list-style-type: none"> - Have an agreement with AFD - Delegate the fund to WSRC <p>Be part of the steering committee</p>
Ministry of Local Government	<ul style="list-style-type: none"> - Facilitate the involvement of SPs/municipalities in the project - Be part of the negotiation body as part of the RWU development process <p>Be part of the steering committee</p>
AFD	<ul style="list-style-type: none"> - Validates study milestones through quarterly and annual reports - Facilitates synergy with other donors <p>Be part of the Steering Committee (as observer)</p>
Other stakeholders	<p>(as Municipalities, Civil society, sectoral donors, MoH, MoSD, NGOs, PWWSD, UPWSP, etc, according to their mandate)</p> <ul style="list-style-type: none"> - Collaborate with the PWA and MoA, and their Technical Assistant according to project activities and mandate. - Can contribute to the Technical Committee (according to the Agenda).

Annexe 4. Provisional Procurement Plan




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