



## **TECHNICAL SPECIFICATIONS – TERMS OF REFERENCE INTELLECTUAL SERVICES**

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### **Concerning the service**

**“Provision of Institutional Expert Services for the Coordination and Monitoring of the Institutional Support Programme for the Sanitation and Treated Wastewater Reuse Sectors in Palestine (WaDIS).”**

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## ARTICLE 1. Presentation of the Prescriber Service

As a public institution at the heart of the French development aid system, the French Development Agency ('AFD') has been working for more than seventy years to tackle poverty and to foster development in developing countries. It also supports economic and social development in the French overseas territories. Through grants, loans, reserve funds or debt-reducing and development contracts, the AFD funds and assists development projects and programmes that support more sustainable and shared economic growth, improve the living conditions of the poorest people, contribute to the preservation of the planet and help to stabilise countries that are fragile or recovering from crises. With teams based in Paris and Marseille and a network of seventy-two branches and representative offices in developing countries and the French overseas territories, the AFD offers to its partners in developing countries not only financing, risk assessment and risk hedging instruments but also training and capacity building expertise. Complete information on the AFD, and in particular its Code of Ethics, which the service provider is strongly invited to read, is available at [www.afd.fr](http://www.afd.fr).

The global project and the mission described in these ToR will be directly monitored by the AFD water and sanitation team based in Jerusalem office that will be supported by the AFD water and sanitation task team leader based in Paris headquarter in the "Water and sanitation" division.

## ARTICLE 2. Subject of the contract

The specific goal of this TOR is to obtain the services of an Individual Consultant responsible for supporting the coordination, monitoring and overall coherence of the WASTEWATER MANAGEMENT DEVELOPMENT AND INSTITUTIONAL SUPPORT Program (WaDIS program).

The purpose of the assignment is to support the AFD by establishing and operationalizing program management and monitoring tools, facilitating coordination between beneficiary institutions and development partners, and providing contractual oversight and performance follow-up.

Acting as WaDIS program coordinator, the Service Provider shall facilitate internal coordination between beneficiary institutions, as well as external coordination with complementary initiatives implemented by development partners, while ensuring independent analysis and reporting to the Prescriber.

## ARTICLE 3. Context and objectives of the mission

### ▪ General context

Over the past decades, the Palestinian Authority (PA) has undertaken significant reforms to modernize governance of the water and sanitation sectors. In particular, the 2014 Water Law established a new institutional architecture aimed at improving sector regulation, service efficiency and financial sustainability, overseen by the Palestinian Water Authority (PWA). While this reform has laid the foundations for a more structured sector, its operationalization remains ongoing and faces several challenges.

In May 2025, the PWA finalized the update of its National Water Sector Strategy 2022–2042, which includes five specific objectives, among them Objective No. 3: "Improve sanitation services, wastewater treatment, treated wastewater reuse (WWR), and reduce environmental impacts." This objective sets ambitious targets for wastewater treatment and reuse, reflecting the strong commitment of the PA to close its gap in this area, particularly in the West Bank. Indeed, in 2022 in the West Bank, only 39% of the population was connected to a sewerage network; 30% of collected effluents (around 10 million m<sup>3</sup>) were treated by the 19 existing wastewater treatment plants; and 2.3 million m<sup>3</sup> were reused in agriculture, irrigating approximately 200 hectares.

Substantial investments will therefore be required to meet the 2042 targets: 80% of the population connected to a sewerage network; 80% of effluents treated within the Palestinian territory; and 83% of treated effluents reused, notably to irrigate 2,500 hectares of agricultural land.

This lag in sanitation comes at a high cost for the PA. First, the discharge of untreated wastewater into the natural environment poses a major environmental and public health risk. Second, wastewater that crosses the border is treated by Israel, which charges the PA through the net-lending system (automatic deductions from tax clearance revenues), without transparency regarding the costs applied. In 2022, the total bill amounted to

€25 million for the PA, including €16 million for treated wastewater volumes and €9 million as a lump sum for the maintenance and expansion of Israeli wastewater treatment plants.

Treated wastewater reuse therefore presents a dual opportunity in the West Bank: it provides farmers with an affordable and reliable water resource, fully owned by the PA, in a context of severe water stress, and it eliminates flows to Israel and the associated re-billing.

In this context, in October 2022, the Council of Ministers approved a resolution aimed at accelerating investments in sanitation and wastewater reuse (WWR). The resolution sets out a list of priority projects and establishes recommendations to improve governance in these sectors.

Having long been engaged on these issues, AFD and five other European donors (Germany, Austria, Spain, the Netherlands, and the European Union) launched, in early 2023, a **Team Europe Initiative (TEI)** to support the Palestinian Authority (PA) in achieving more sustainable water resource management, with a focus on wastewater treatment and reuse.

This TEI is structured around two complementary components:

- (i) a priority investment plan including sanitation and wastewater reuse infrastructure, notably aimed at addressing the issue of transboundary wastewater; and
- (ii) an institutional support and capacity-building programme in the sanitation and wastewater reuse sectors, designed to accompany and strengthen the institutions established under the 2014 Water Law: the WaDIS program.

#### ▪ **General problem**

AFD is funding the Wastewater management Development and Institutional Support (WaDIS) program, which aims to strengthen institutional coordination, improve regulatory and monitoring frameworks and enhance organisational capacities related to wastewater management and agricultural reuse of treated wastewater in Palestine. The program is implemented through three beneficiary institutions: the Palestinian Water Authority (PWA), the Ministry of Agriculture (MoA) and the Water Sector Regulatory Council (WSRC), who will be supported by two dedicated Technical Assistance (TA) contracts.

WaDIS is implemented in parallel with other sector initiatives supported by development partners, notably GIZ, the Austrian Development Agency (ADA) and the EU-funded WES program, and forms part of the broader Team Europe Initiative (TEI) in the wastewater and reuse sector. Given the multiplicity of stakeholders at central and regional levels, the dual TA contractors hired to support the PWA and the MoA, and the cross-cutting gender commitments under the Gender Action Plan (GAP), a centralized monitoring and coordination mechanism is required.

In this context, the AFD intends to engage the services of an Individual Consultant to (i) ensure coherent WaDIS project implementation, contractual compliance, performance monitoring and institutional coordination across the three beneficiary institutions and between external development partners and (ii) take the lead on the coordination of the TEI.

#### ▪ **Environment, constraints**

The WaDIS program builds upon ongoing sector reform processes in Palestine, notably the 2014 Water Law and subsequent regulatory developments, and complements existing institutional strengthening initiatives in the water and wastewater sectors. The design phase of the program has been completed and the two TA contracts supporting the PWA and MoA will be mobilised for a four-year implementation period.

The program is implemented in a complex and transitioning institutional environment characterised by overlapping and evolving legislative and regulatory frameworks, multiple public institutions, and the involvement of several development partners operating under related but distinct programmes. The governance structure of the program includes a Steering Committee, various Technical Committees and a Gender Referent Group. In addition, AFD reporting requirements and audit processes impose monitoring and documentation obligations.

#### ▪ **Functional scope**

The scope of this assignment covers:

1. Establishment of the program management and monitoring framework, including finalisation of the Project Manual of Procedures, development of a structured Monitoring Framework and review of performance protocols.
2. Ongoing monitoring, consolidation and reporting, including centralisation of data from beneficiary institutions, consolidation of regular reporting and updating of monitoring tools.
3. Internal and external coordination of the WaDIS programme, including facilitation between PWA, MoA and WSRC, representation in coordination forums and ad-hoc technical or strategic meetings as required to ensure effective alignment between stakeholders.
4. Supervision and compliance oversight functions, including verification of Technical Assistance deliverables, assessment of performance-based achievements and facilitation of annual audit procedures.

The Consultant shall not replace the Project Management Units (PMU) of the beneficiary institutions, nor the TA contractors nor assume operational implementation responsibilities. The role is strategic, supervisory and coordinating in nature.

#### ▪ **Operational scope**

The assignment covers the full perimeter of the WaDIS program and requires close collaboration with the PWA, MoA and WSRC, targeted SPs/WUA when necessary as well as development partners involved in related programmes (GIZ, EU, ADA). The Consultant shall be based in Palestine (Ramallah) for the duration of the mission to ensure continuous coordination and monitoring. An office space shall be made available by the PWA and the MoA for one day per week.

The assignment spans 48 months with intermittent expert input total not exceeding 15 expert-months. (approx. 300 days)

In coordination forums, including those established under the TEI, the Consultant shall represent the WaDIS programme and the interests of the Palestinian Government, while operating independently in performance assessments and reporting to AFD. The operational scope excludes direct management of program funds, procurement processes or direct implementation of activities under the PWA and MoA TA contracts.

## ARTICLE 4. **Expected benefit**

The Contracting Authority expects the Service Provider to establish and operationalise a structured monitoring and coordination framework for the WaDIS program, provide methodological support in performance tracking and reporting, and facilitate coherent implementation across institutional and partner interfaces.

The main foreseen activities are:

- Development of project management tools
  - Review, finalise and operationalise the Project Manual of Procedures,
  - Establish the program monitoring framework including the GAP (list of indicators, target value, frequency of monitoring, calculation methods and sources, information management etc.) and associated tools including development of an Indicator Tracking Matrix (incorporating gender indicators) and progress dashboard (visual representation of key indicators and synthetic analysis),
  - Validation of performance targets linked to TA contracts, including bonus mechanisms.
- Monitoring and reporting
  - Centralize and consolidate regular data and reports (quarterly, semi-annual or annual) from PWA, MoA and WSRC,
  - Update the Indicator Tracking Matrix and progress dashboard quarterly,
  - Ensure coherence between reported results and contractual/program objectives,
  - Analyse progress against targets, identify deviations or risks and formulate corrective recommendations where required,

- Inventory of TEI projects and updating of the roadmap (investment plan) in close collaboration with beneficiary institutions,
- Prepare independent quarterly synthesis notes and annual analytical reports on WaDIS implementation,
- Institutional coordination and strategic oversight
  - Facilitate coordination between PWA, MoA and WSRC, particularly for cross-cutting activities,
  - Organize and facilitate quarterly Joint Technical Committee meetings, quarterly TEI meetings and semi-annual Heads of Cooperation (HOC) meetings, including preparation of agendas, invitations and minutes,
  - Participate in quarterly Technical Committee meetings and semi-annual Steering Committee meetings and Gender Referent Group meetings.
  - Act as a reference point for the WaDIS program in coordination matters.
- Supervision and compliance
  - Review deliverables produced under the TA contracts based on the overall vision of the program and verify that deliverables are duly reviewed and formally validated by the beneficiary institutions,
  - Assess achievement of performance objectives of TA contractors and provide documented opinions on performance-based payments,
  - Support beneficiary institutions in preparation for annual audits and facilitate audit processes,
  - Provide independent analytical inputs to AFD regarding program implementation and contractual compliance.

The Service Provider shall act as a facilitator in internal and external coordination of the WaDIS program. The Service Provider shall work in close collaboration with the PWA, MoA and WSRC PMUs and maintain regular interaction with development partners, while remaining independent in performance assessments and analytical reporting to AFD. The Service Provider shall not replace institutional management structures, TA contractors or assume operational implementation responsibilities.

## ARTICLE 5. Deliverables expected

Aligned with the main tasks of the Service Provider's mission, the key deliverables of this assignment are:

- Finalized Project Manual of Procedures: that will define governance arrangements, roles and responsibilities of beneficiary institutions, coordination mechanisms, reporting procedures and validation processes shall be submitted within N+1. 5 months (6 weeks) of mobilization,
- Program Monitoring Framework: that will define baseline values, targets, monitoring frequency, calculation methods, data sources and information management including Indicator Tracking Matrix and progress dashboard must be submitted within N+3 months after notification.
- Updated Indicator Tracking Matrix and progress dashboard: according to the approved Program Monitoring Framework, the Service Provider will update the Indicator Tracking Matrix and progress dashboard on a quarterly basis, consolidating verified data received from beneficiary institutions and analysing progress against targets.
- Quarterly and annual consolidated progress reports: consolidation of reports provided by PWA, MoA and WSRC including analysis of implementation progress, achievement of indicators, GAP monitoring, risks identified, mitigation measures proposed and recommendations must be drafted and submitted within 20 days following the quarter under review,
- TEI investment plan/roadmap updates: updated inventory of TEI-labelled initiatives and investment roadmap reflecting programme progress, coordination outcomes and emerging opportunities must be submitted to the Prescriber annually.
- TA Contractor performance verification: as necessary and per the TA Contracts, the Service Provider will also issue an opinion on whether the TA Contractors have implemented their activities and achieved

contractual performance objectives linked to bonus payments. In the case of non-achievement, the Service Provider will analyze supporting evidence, document and issue an opinion as to whether results were affected by factors beyond the Contractor's reasonable control, and propose an appropriate level of presumed performance had the TA Contractor not been unduly prevented from achieving its objectives.

- Quarterly and annual reports: independent quarterly and annual reports summarising coordination activities including minutes of committee meetings, key implementation challenges and strategic recommendations must be drafted and submitted to the Prescriber for comments within 15 days following the Quarter under review. Annual reports shall include an analytical review of program performance, including evaluation of contribution to expected changes, specific benefits for vulnerable populations and gender equality, identification of main bottlenecks and corrective measures, lessons learned, assessment of synergies with related initiatives and verification of the efficient use of funding. Site visits to locations where the program is being implemented will be organized at least once per quarter to control the progress.

All deliverables listed above should be prepared in English unless otherwise (arabic) specified and delivered in electronic format at the address provided during the launch meeting of the services. The reports will be concise, management reports. Compiled monitoring data/indicators will be provided in a consistent Excel format and will be user friendly.

The Prescriber will have to validate each compliant report. Only the express and written validation of each report by the Prescriber will provide proof of this conformity. Draft deliverables may be requested when necessary for review purposes.

In the event of a non-conforming report, the Prescriber, through the AFD project officer, shall send by any means observations/comments within 2 weeks] from receipt of the report, which must be taken into account by the Service Provider, who must submit an amended report within 1 week of the date on which the Prescriber sends its observations.

## **ARTICLE 6. Execution modality**

### **6.1 Expected methodology**

The Service Provider may propose the methodology deemed most appropriate to carry out its activities, in agreement with the mission manager.

### **6.2 Special requirement for implementation/ Conditions of execution**

It is reminded that the safety of the consultant working under this contract is the sole responsibility of the holder.

It is expected that the performance will take place in Ramallah:

- **Place of execution**

The assignment shall be executed in Palestine with the Service Provider based in Ramallah for the duration of the contract. Office space shall be made available one day per week by the Palestinian Water Authority (PWA) and the Ministry of Agriculture (MoA).

Missions within the West Bank and other program intervention areas will be required for program progress monitoring and coordination requirements. When submitting their proposals, the Service Provider shall indicate the frequency (at least quarterly), the duration and the modalities that the Service Provider considers appropriate for the field visits. The Service Provider shall be responsible for assessing security conditions and organizing missions accordingly, including compliance with applicable local regulations and security arrangements. The Service Provider shall take into consideration security guidance provided by AFD and relevant authorities when planning and implementing missions.

In particular, should security conditions restrict travel or access to certain areas, modalities of execution may be adapted in agreement with the Prescriber without modification of the overall objectives of the assignment.

- **Program governance and steering arrangements**

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

1. The Service Provider shall attend quarterly Technical Committee and semi-annual Steering Committee and Gender Referent Group meetings.
2. The Service Provider shall organize and facilitate quarterly Joint Technical Committee meetings, quarterly TEI coordination meetings and semi-annual Heads of Cooperation (HOC) meetings, including preparation of agendas, invitations and minutes,
3. Ad-hoc meetings shall be conducted upon request from either the Prescriber or the beneficiary institutions.

The AFD Project Officer, based in Jerusalem, will be the correspondent of the Service Provider, who will act as the Prescriber's focal point for contractual monitoring and validation of deliverables. The information necessary for communication will be transmitted to the Service Provider at the meeting of launch of the Contract.

The latter, representing the Prescriber, is responsible for checking the deliverables delivered and their validation. In the event of non-application, it shall send its observations/comments to the Service Provider within the period stipulated in the Contract.

The Service Provider undertakes to take into account any recommendation and make the requested changes, in compliance with the Contract and its Appendices.

- **AFD requirements and contractual constraints**

Execution of the mission shall comply with AFD contractual procedures, reporting requirements; visibility rules and applicable ethical standards, including independence in performance assessment and reporting.

The Prescriber may adjust priorities, scheduling of meetings or reporting formats during implementation without altering the overall objectives of the assignment.

- **Language of execution**

The performance of the contract requires the permanent use of the English language in relations with the Prescriber: documents, meetings, minutes, telephone calls, e-mails, all deliverables, etc.

Working knowledge of Arabic is required in relations with the beneficiary institutions. Selected deliverables or meeting summaries may be requested in Arabic where necessary.

- **Access to information and documentation**

Upon notification of the contract, the Service Provider will have at its disposal existing documentation relating to the subjects on which it will intervene. The Service Provider will coordinate their access to other documents that they may need with the respective authorities.

The Service Provider shall ensure confidentiality of all information obtained during execution of the assignment. Any project data consolidated within monitoring tools and reports shall be handled in accordance with applicable data protection rules and shall remain the property of the Prescriber and beneficiary institutions.

## **6.3 Execution schedule**

The duration of the assignment is 48 months (according to the division provided for in the contract) from notification of the Contract, with an estimated total input of 15 expert-months distributed throughout the contract duration.

The Service Provider shall maintain a high degree of flexibility in execution, including availability to respond to evolving program needs and participate in scheduled and ad-hoc coordination activities as requested by the Prescriber or beneficiary institutions or deemed necessary for the successful achievement of the assignment objectives.

## **ARTICLE 7. Expected skills of the Service Provider**

The Service Provider shall demonstrate strong sector knowledge, analytical capacities and negotiation skills enabling effective monitoring, strategic oversight and multi-stakeholder engagement.

- Essential requirements:
  - Master's degree (or equivalent) in Water Resources Management, Public Administration, Institutional Development, Engineering, Economics, Law, Project Management, or a related field.
  - In-depth knowledge of the water, wastewater, and water reuse sectors in Palestine.
  - At least 10 years of experience in institutional strengthening within the water, sanitation, or infrastructure sectors.
  - Previous experience in the Middle East, preferably in Palestine.
  - Fluency in English and Arabic, both written and spoken.
  - Excellent communication, facilitation, and coordination skills.
  - Strong understanding of the operating procedures and requirements of international donors
- Desirables
  - Capacity to review consultants' studies and plans and provide mentoring and capacity-building support in project management
  - Previous experience related to water sector reform, wastewater reuse or regulation,
  - Familiarity with AFD procedures or other international development partners and donor coordination mechanisms,
  - Training or certifications relevant to monitoring and evaluation, programme management or institutional governance,
  - Demonstrated experience supporting audit processes, performance verification or results-based contracts.

## **ARTICLE 8. Means made available to the Service Provider**

Access to relevant program documentation, reports and institutional information necessary for the performance of the mission shall be provided at contract commencement and throughout implementation.

The Palestinian Water Authority (PWA) and the Ministry of Agriculture (MoA) shall make available office space in Ramallah one day per week each to facilitate coordination and meetings related to the assignment.

Except for the above, the Service Provider shall be fully responsible for providing all equipment, logistical arrangements; transport, communication means and operational resources required for the execution of the assignment.

## ARTICLE 9. Application procedure

### 9.1 Proposal content

The proposals shall include no more than 30 pages (excluding acronyms, table of contents and CV pages from the page count) and cover the following items:

- Knowledge of and experiences in the wastewater and reuse sectors in Palestine
- Understanding of the WaDIS program and its specific challenges
- Understanding of the coordination mission purposes and its specific challenges
- Any missing aspects in these ToR preventing the achievement of the mission/the program
- A description of similar coordination and facilitation experiences
- The specific added value of your profile for this mission

## ANNEXE 1 – WaDIS project Governance

