

**TERMS OF REFERENCE TO
DEVELOPMENT OF STRATEGIC INTERVENTIONS FOR IMPROVING WATER AND WASTEWATER SERVICES
IN THE PALESTINIAN REFUGEE CAMPS**

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1. BACKGROUND INFORMATION

1.1 Beneficiary country

Palestine, Jordan, Lebanon, and Syria

1.2 Contracting Authority

The Arab Water Experts Network (AWEN) on behalf of the Ministry of Finance of the Palestinian Authority.

1.3 Background

Over 5.6 million Palestinian refugees are registered with the United Nations Relief and Works Agency (UNRWA) mandated to provide assistance and protection to Palestine refugees pending a just and lasting solution to their plight. According to UNRWA, nearly one-third of the registered Palestinian refugees, i.e. more than 1.5 million individuals, live in 58 recognized Palestine refugee camps in Jordan, Lebanon, the Syrian Arab Republic, the Gaza Strip and the West Bank, including East Jerusalem.

For decades, UNRWA in cooperation with the Hosting countries, has played an essential role in providing vital services to millions of Palestine refugees and continues to have pivotal role in addressing the human development needs of Palestine refugees across the region. Despite these efforts, Palestinian refugees registered across UNRWA's fields of operations namely in Palestine (West Bank and Gaza Strip), in Syria, in Lebanon, and in Jordan continue to face difficult living conditions due to the political situation, conflicts in the region, the economic crisis and high poverty rates.

In the Palestinian territories, data from PCBS show that the overall share of population below the national poverty line has increased from 26 percent in 2011 to 29 percent in 2017. Palestine refugees in the West Bank continue to experience difficult socioeconomic conditions rooted in occupation related policies and practices. More than 871,000 registered refugees live in the West Bank, around a quarter of who live in 19 refugee camps . Some camps are located next to major towns and others are in rural areas.

In the Gaza Strip, which has a population of approximately 2.1 million people, including some 1.4 million Palestine refugees , the political and security situation remains volatile as the land, air and sea closure have entered its fifteenth year in 2021. Socioeconomic factors associated with the closure, the lack of employment opportunities, political uncertainty, as well recurrent fiscal crises have significant repercussions on the lives of Palestine refugees. Since mid-2021, Gaza has faced several notable challenges, ranging from the ongoing

impacts of the COVID-19 pandemic to a considerable post-conflict recovery effort as a result of the escalation of hostilities in May 2021. The unemployment rate in Gaza has reached 46.9 per cent in 2021, rising to 74 per cent amongst young graduates, amongst the highest in the world. Food insecurity remains high; over 1.1 million Palestine refugees in Gaza depend on UNRWA food assistance to meet their basic food needs.

More than two million registered Palestinian refugees live in Jordan in 10 refugee camps, the largest number of Palestine refugees of all UNRWA fields. About 18 per cent of them live in the 10 recognized Palestine refugee camps throughout the country. Since the conflict in Syria, tens of thousands of Palestine refugees displaced from Syria have sought assistance from UNRWA in Jordan. The majority of them are believed to suffer from abject poverty and live in a precarious legal status. Towards the end of 2021, the economy in Jordan rebounded from the damage caused by COVID-19. Despite this, high unemployment rates persisted, reaching 23.3 per cent overall, with women's unemployment at 30.7 per cent and youth unemployment rising to 52.1 per cent in the fourth quarter of 2021.

In Syria, UNRWA is the main provider of humanitarian assistance, protection and basic services to Palestine refugees. The crisis in Syria has continued to pose severe challenges for the population, including the estimated 438,000 registered Palestine refugees who remain in the country. About 45 per cent of these refugees live in the country's 12 refugee camps. Approximately 40 per cent of this population remain in a state of protracted displacement with the combined impact of the conflict, COVID-19 and an economic crisis perpetuating an already dire humanitarian situation. Conditions in the camps are dire and characterized by overcrowding, poor housing conditions, unemployment, and poverty. According to a May 2021 UNRWA assessment, 57 per cent of Palestine refugees surveyed reported that the quantity of food consumed had decreased, with 51 per cent of respondents resorting to the consumption of cheaper and less nutritious food. These hardships have been amplified under a rapidly deteriorating economy, characterized by widespread unemployment, the loss of livelihoods and assets, fuel and electricity shortages and rampant inflation. Almost 60 per cent of Palestine refugees in Syria have been displaced at least once.

More than 479,000 Palestinian refugees are registered with UNRWA in Lebanon. About 45 per cent of them lives in the country's 12 refugee camps. Conditions in the camps are dire and characterized by overcrowding, poor housing conditions, unemployment, and poverty. Palestinians refugees in Lebanon do not enjoy several important rights. Because they are not formally citizens of another state, Palestine refugees are unable to claim the same rights as other foreigners living and working in Lebanon. The conflict in Syria has forced many Palestine refugees from Syria to flee to Lebanon in search of safety. Most are receiving UNRWA assistance in the country, including cash assistance, education, health care, and protection. As well as the Syrian refugee crisis, Lebanon continues to grapple with the: (i) devastating impact of COVID-19; and (ii) socioeconomic and

political crises that began in October 2019. In 2021, the country's economy contracted by an estimated 10.5 per cent, on top of the 21.4 per cent contraction in 2020. Amidst this economic collapse, the ability of the local population to fulfil their needs is severely affected with shortages of food, medicines and fuel. Palestine refugees were already among the most vulnerable and marginalized communities in Lebanon and the deteriorating conditions have added to their hardship.

1.4 Current Situation

Generally, the socioeconomic conditions in Palestinian camps are generally poor, with high population density, and in many cases, refugees are facing overcrowded, cramped and poor housing conditions as well as inadequate basic infrastructure for basic services such as water, sanitation and waste. Against this backdrop, and as learned throughout the COVID-19 pandemic, the provision of sustainable and clean water and sewage services suitable for camps has become more than ever vital to stop the spread of the epidemic and maintain public health, on the one hand, and to improve the living and human conditions of the refugees, on the other.

This would require forward-thinking approaches based on a detailed assessment of existing water and sanitation services in these camps (both in terms of level and quality), developing well-founded recommendations, and setting strategic interventions supported with priorities to enhance the efficiency of the management of water and sanitation services of Palestinian camps while supporting the UNRWA's efforts in this field.

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1 Overall objective

The overall objective of the Consultancy Service is to improve water and wastewater services in the Palestinian refugee camps in Palestine and hosting countries (Jordan, Syria, and Lebanon).

2.2 Purpose

The purpose of this Consultancy Service is to:

- To assess the existing water and wastewater services for targeted Palestinian refugee camps and their management efficiency and sustainability
- To define development needs and a priority action plan for water and wastewater infrastructure development.

- To propose an institutional arrangements to improve the level of water and sanitation services, hence contributing to channeling effort of different stakeholders towards clear set of priorities and recommendations to improve water and wastewater service provision

2.3 Outputs to be achieved by the Consultancy Service

- **Output (1)** : Assessment is carried out on water and wastewater services and their management efficiency and sustainability in the Palestinian refugee camps including analysis of the current situation, gaps, and needs,
- **Output (2)**: Strategic interventions are developed for improving water and wastewater services and priority action plan.
- **Output (3)**: Institutional arrangements are proposed to improve the level of water and sanitation services, hence contributing to channeling effort of different stakeholders towards clear set of priorities and recommendations to improve water and wastewater service provision

3. ASSUMPTIONS & RISKS

3.1 Assumption underlying the project

- The local socio-political situation allows for the different stages to take place as envisaged and planned.
- The political level provides the needed support to the consultant
- Cooperation and collaborating of the different key stakeholders and actors relevant to the consultancy service
- Unhindered access to all relevant data and information relevant to the technical assistance
- Adequate and timely funding to meet reasonable budgeting.

3.2 Risks

- Deterioration due to conflicts arising that change the ability of the consultant to carry out its operations
- Political developments delaying the assignment

- Possible resistance and in-cooperative attitude and weak performance by some service providers;
- Lack of commitment and engagement of some stakeholders (service providers, Refugee Affair Department representatives,...);
- Lack of political/social/environmental/economical will to engage;

3.3 Risks Mitigations

- The Arab Water Expert Network had coordinated the scope of this TOR with the representatives of the refugee Affair Departments, relevant ministries at Palestine and the hosting countries.
- The scope of this TOR had been supported by the governmental ministries in Palestine and the hosting countries.

4. SCOPE OF WORK

4.1 Description of the assignment & specific work

The assignment consists of the following main parts:

Part 1. Assessment Report on water and wastewater services and their management efficiency and sustainability at the Palestinian refugee camps including analysis of the current situation, gaps, and needs.

Description of the assignment

The Consultant will assist in conducting an assessment on water and wastewater services and their management efficiency and sustainability in the Palestinian Refugees camps in Palestine (West Bank and Gaza) and the hosting countries (Jordan, Syria, and Lebanon).

Specific work

There are three main activities in Part 1: (a) Desk review of water and wastewater services strategies and other documents, including but not limited to existing and under development Master plan (eg. Master plans developed for West Bank needs), (b) Collection of information and analysis, and (c) An assessment of water and wastewater service provision

More details regarding each of these activities are elaborated on below.

Part 1.1: Desk review

The consultant should review available literature issued by health agencies, Palestinian Authority, hosting governments, Donor Communities (including KfW and UNRWA related to water and wastewater as well as related documents and studies). The Consultant shall define mode of service provision that already exists in each refugee camps, and whether it utilizes its own resources (human, logistical, other) for providing water and wastewater service or as geographical area part of municipality or service provider jurisdiction. An understanding of these synergies is critical in terms of development of strategic intervention and priority plan assessment. The study should contain an annex summarizing the documents reviewed.

It is worth noting that previous efforts/ studies and at different level took place to assess the needs of some refugee camps, while defining gaps, urgent needs, and plans. These assessments were conducted either with individual efforts of the Camp Service Committee; such as in Ein El Sultan where priority needs were assessed and defined towards developing detail design for priority component (well equipping, tank) related to water sector; or with support of the Government such as Jenin Refugee Camp who witnessed an Israeli aggression exacerbating the difficult humanitarian situation there, especially for the Water Sector, where priority needs were defined upon surveyed damages in both water and wastewater sector; or with the support of donor communities such as interventions conducted by the KfW who has initiated two phases of the "UNRWA Environmental Health and WASH in the Gaza Strip" programme, where a pre feasibility evaluation for planned projects under WASH II will take place and committed fund for planned assessment will be conducted with KfW through UNRWA in Gaza Strip for around 244000 Palestine refugees in seven densely populated camps towards urgently needed rehabilitation and expansion of water, sanitation and hygiene (WASH) infrastructure and with the objective of improving access to safe and efficient WASH services at camp-level; the Spanish Cooperation who funded a detailed feasibility study on water supply in Marka camp (Jordan); UNICEF study on socio-economic assessment and practices in Jerash camp which included a simple and basic survey on water and sanitation and WASH needs priority, and the Agence Française de Développement (AFD)'s through UNRWA in Lebanon interventions aimed at enhancing critical water infrastructure across all 12 Palestine refugee camps in Lebanon through comprehensive rehabilitation of all urgent water infrastructure needs across all camps in Lebanon.

Accordingly, it is the Consultant responsibility as part of the desk review to define existing studies, assess reliability of the information sources, and level of details in line with the project component to avoid unnecessary repetitions of tasks that has already been conducted and stream line efforts with WASH initiatives under development.

Part1.2: Collection of information and analysis

The Consultant is requested to collect information, and analyze the situation in terms of water and wastewater service provision from the sources until the final distention.

For this purpose, data collection should cover, at least:

- Available Sources of water supply, status of existing water infrastructure, quantity and quality of water supplied;
- Status of existing wastewater infrastructure and type of wastewater disposal (septic, treatment plants...) supported with GIS maps.

Methodology of the assessment: The data collection method to be considered by the consultant includes by not limited to:

- Mapping stakeholders involved in water and wastewater management to be considered for key information interviewing or focus group discussions.
- Interview with sample households; considering gender aspect in order to gather relevant and accurate information on hygiene and sanitation services
- Physical observation including pictures, taking care of not offending any sensitivity of the affected population
- Meetings with key organizations including: Refugee Affairs Department, Refugee Councils leaders, relevant NGOs, Service provider's, Responsible Authorities, UNRWA
- Meeting with the Government Officials and Water Authorities heads in Palestine and hosting countries (Jordan, Lebanon, Syria)

The consultant shall develop (1) a simple household-level survey questionnaire prior to starting the assessment with the sample households, and (2) serious of questions for meetings and interviews with the organizations shall be developed at the beginning of this activity, to be agreed by AWEN.

Part 1.3: Assessment of water and wastewater service provision

The Consultant should provide an assessment of the services currently being provided, including a section for each targeted refugee camp, in terms of quality of water, quantity, and access to water and sanitation needs, the efficiency of management and sustainability by various providers (including UNRWA) working in the same geographical area drawing where necessary on international standards and/or recent assessments of successful models from other country contexts working with similar operational constraints.

The assessment should define gaps in terms of service delivery or areas where the available capacity and/or coordination of services is not adequate to address needs, with clear identification of reasons.

The consultant should identify set of solutions to enable better services at optimal costs.

Part 2. strategic interventions for improving water and wastewater services and priority action plan.

Description of the assignment

The Consultant will develop strategic interventions and priority action plan, which defines strategic and priority needs for the improving water and wastewater services, including necessary interventions to increase the quantities of water supplied, reduce network losses and improve the quality of service, improve sanitation services, in addition to interventions to improve the efficiency of the management and operation of water and sanitation facilities and infrastructure and identifying the potential constraints and risks of implementing the plan, whether logistical, administrative, or financial.

The priority plan aims to propose emergency solutions to the WASH needs that includes immediately applicable interventions with cost estimations, and responsibilities of relevant authorities and stakeholders for its implementation according to regulatory laws in force in each country. Furthermore, the plan shall propose the necessary tools for coordination and follow-up, and clear mechanism for monitoring and evaluating plan implementation.

Thus, the plan to be developed will be a reliable reference for all partners' future efforts to improve water and wastewater services of Palestinian refugee camps.

Specific work

There are two main activities in Part 2: (a) the development of the strategic intervention, (b) the development of a priority plan.

More details regarding each of these activities are elaborated on below.

Part 2.1: Develop strategic intervention

The consultant will develop overall planned solutions for the existing water and wastewater in terms of improving services and sustainability, identifying the main infrastructure needed, decisions, and actions required to implement the various recommendation of the assessment study.

Part 2.2: Develop a priority action plan

The Consultant shall identify emergency WASH needs for vulnerable Refugees per each country with a cost estimate.

The Consultant shall develop a pragmatic decision matrix which will help AWEN and relevant stakeholders involved to priorities urgent needs. Examples for priority criteria to be considered are as follows (without ranking):

- Humanitarian needs
- Direct health impact
- Administrative and institutional requirements or constraints
- Environmental requirements and constraints
- Pro-poor focus (to the extent that a scheme remains sustainable)
- Maximization of the direct impact (on the lives of the beneficiaries)
- Specific investment cost or cost effectiveness
- Operation and Maintenance (O&M) cost
- Protection of ecologically critical areas
- Operational aspects and indicators; if not readily available, appropriate indicators should be suggested

The Consultant shall have final approval from AWEN on the development of a reduced list of criteria including their prioritization. The result would be priority lists for short-, medium investments and tentative time schedules for the implementation of project measures\ interventions and with estimates cost for each intervention.

Part 3. Institutional arrangements report to improve the level of water and sanitation services

The Consultant will suggest institutional and organizational reforms needed, capacity building, and awareness programmes that needs to be developed per each refugee camp, with the objective of institutional strengthening of operators capacities, to be able to provide a sustainable, affordable and equitable WASH services to the targeted population. The Consultant will evaluate water and wastewater services management effectiveness and institutional capabilities taking into account legal and regulatory framework of the current service providers. Based on the analysis, gaps and main challenges in the provision of water and wastewater services will be identified by the Consultant as a basis to formulate set of recommendations for services development. Accordingly, the Consultant will define main challenges related to efficient management and sustainability, with recommendation to appropriate organizational management system and financial sustainability of water and wastewater services. Furthermore, the Consultant will define clearly institutional roles and responsibilities among different stakeholders in the targeted refugee camps, with integrated/complementary efforts to enhance the living conditions in the targeted refugee camps.

Specific work

There are two main activities in Part 3: (a) Assessment of service provision management efficiency, and (b) Identification of main challenges and formulation of recommendations.

More details regarding each of these activities are elaborated on below.

Part 3.1: Assessment of service provision management efficiency

The Consultant shall develop an assessment for each targeted refugee camp with comprehensive details about Service providers that are currently providing water and wastewater services for each refugee camp detailing their type of operation, level of coordination and integration of work between various authorities, available technical and staff capacity, financial sustainability (collection efficiency from camps, prices of water), the efficiency of management and sustainability by various providers (including UNRWA) working in the same geographical area. The assessment should define gaps in terms of areas where the available capacity and/or coordination of services are not adequate to address needs, with clear identification of reasons.

Part 3.2: Identification of main challenges and recommendations to improve service provision management efficiency

As part of the recommendation, the Consultant will identify main challenges regarding service provision in relation to assets management, financial sustainability, and synergies among the various operators. The Consultant will develop recommendation with appropriate organizational management systems, financial sustainability mechanisms for service provision, with clear interventions to improve the efficiency of the management and operation of water and sanitation facilities and infrastructure, concept to cover operation and maintenance cost of water and wastewater management system, identification of institutional roles and responsibilities among different stakeholders towards improving management efficiency and service provision, and identifying the potential constraints and risks of applying whether logistical, administrative, or financial. Furthermore, the Consultant shall reflect in the action plan; needed capacity building for operators, and awareness campaigns to influence their willingness to pay for water services and improve efficient collection for bills, based on the assessment.

4.2 Geographical area to be covered

Targeted Palestinian Refugee Camps in Palestine (West-Bank and Gaza), Jordan, Syria, and Lebanon. - The Consultant will provide support in the implementation of the Study mainly to approach max 22 different refugee camps located in four countries. The selection of the priority refugee camps to be targeted was based on ranked priority by hosting country presented in Annex II. Short list of maximum 22 refugee camps suggested by AWEN is presented in same Annex. However, it is the Consultant responsibility as part of the submitted proposal to confirm priority/ suggest modifications to target up to maximum 22 camps – with detailed methodology, plan, timeline to fit within the budget for the study

4.3 Target groups and beneficiaries

The target groups and key stakeholders within this Technical Assistance are the following:

- a. Refugees: Selected Palestinian refugee camps: those suffering from inappropriate service provision due to deteriorated infrastructure, uncontrolled discharge of raw sewage.
 - b. Governmental ministries/authorities in Palestinian and the Hosting Countries (Jordan, Lebanon, Syria): Relevant ministries in Palestine and the Hosting countries will be able to integrate the developed plans as part of their strategies, and sectoral plans to provide basic water needs and wastewater service provision.
 - c. UNRWA: UNRWA efforts in this field are expected to become more efficient where its interventions will be oriented and based on defined priority interventions
 - d. The Department of Refugee Affairs (DoRA): The products of the study will facilitate the Department of Refugee Affairs efforts in coordination and communication with the hosting countries as well as development partners, on priority needs towards improving the wellbeing and living conditions of Palestinian refugees residing in camps including support to water and wastewater infrastructures.
 - e. Camps service providers including municipalities: Camp Service Committees will benefit directly from outputs produced by having clear plans and sets of recommendations to improve the management and operation of existing facilities and rehabilitate or develop priority assets.
- The final beneficiaries of this action will be the entire population of refugees in targeted refugee camps upon defining priority needs and strategic interventions to improve water and wastewater service provision. In addition , the action will contribute to strengthening partnerships among all stakeholders involved in water and wastewater management and decision making.

5. Deliverables

5.1 List of deliverables

The outputs expected from the Consultant are presented in Table below. Reports shall be presented in draft and final upon comments received from the Client.

Deliverable	Content	Due date (T is the date of commencement of the Services)
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<p>D (1) Monthly progress reports</p>	<p>The Consultants shall prepare a monthly progress report (1 or 2 pages) and a monthly progress meeting. The monthly report shall include progress for the previous month, planned progress for the next month and overall project progress versus planned progress, highlighting any reasons for delay and an agreed revised schedule. The monthly reports shall be presented via email as a pdf document to AWEN. There shall not be final versions of monthly reports. Comments on the monthly reports or in the monthly meetings will be considered in the ongoing study phase. Minutes of meeting shall however be prepared and distributed to participants by the Consultant.</p> <p>**AWEN will be free to invite any relevant stakeholders such as representatives of various governmental agencies - as deemed relevant - to present general or specific outcomes of the Project and receive necessary feedbacks or approvals.</p>	<p>Every month</p>
<p>(D2) Inception Report</p>	<p>An Inception report shall provide a summary of the revised work plan developed by the consultant. It shall provide details in specific relation to the planned activities, harmonization of work between different countries, outputs, schedule, method for data collection, and details of how the consultant intends to complete the services including a proposed timetable of meetings, and workshops, general organization of the project, reporting and communication plan. The report shall be discussed within a meeting at AWEN, and finalized by the Consultant accordingly;</p>	<p>T + 2 month for the Inception Report</p>

	<p>The inception report shall also include components related to adjusted work plan and methodology, updated financial and manpower resources.</p> <p>Furthermore, the Inception report shall include an clear visibility plan¹</p> <p>As part of the Inception report, a regional Kickoff workshop shall be conducted to launch officially to launch the assessment activities*.</p>	<p>T+1 month for the Workshop</p>
<p>(D3) Assessment Report on water and wastewater services and their management efficiency and sustainability</p>	<p>The Assessment Report on water and wastewater services and their management efficiency and sustainability shall be developed through the following consequence:</p> <ul style="list-style-type: none"> - mapping of the current situation in terms of water and wastewater infrastructures - problems /gaps analysis - risk and assumptions analysis - Solutions analysis matrix. <p>Prior to the submission of the assessment report, the Consultant shall have the client approval to the report structure, mode of presentation (eg. one report for all refugees, or separate assessment per hosting country).</p> <p>The assessment report shall be presented in a regional workshop upon which additional comments shall be considered if needed* .</p>	<p>T+6 months for the report</p> <p>T + 7 months for the workshop</p>

¹ Visibility Plan shall include objectives, target audience, key messages, timeline, budget , communication channels among different stakeholders through different phases, including but not limited to the acknowledgement of donor funding in all media communication activities, meeting and workshops, press releases, banners, taking into full consideration the visibility regulations of the donor. Other visibility measures to be reflected in the plan include displaying the logo of EC on project plaques, banners during workshops, power point presentations, and banners for public events

<p>(D4) Strategic interventions & priority action plan</p>	<p>The Consultant shall work with the Department of Refugee Camps Affair, service providers and relevant stakeholders to identify the priority intervention and plan that should be done, including capacity building needs and consultancy services.</p>	<p>T + 12months</p>
<p>(D 5) Institutional arrangements for improving the level of water and sanitation services</p>	<p>The Consultant shall develop Institutional arrangement report for improving the level of water and sanitation services, hence contributing to channeling effort of different stakeholders towards clear set of priorities and recommendations to improve water and wastewater service provision.</p> <p>A regional Workshop to present Strategic interventions & priority action plan, and Institutional arrangements for improving the level of water and sanitation services shall be conducted upon which additional comments shall be considered if needed* .</p>	<p>T+15 months For the report</p> <p>T+16 months for the workshop</p>
<p>(D6) Completion Report</p>	<p>The Consultant shall develop a completion Report at the end of the assignment. The Report will include a high quality printable document of results of the Consultancy Service. This document shall be used as reference document by the different stakeholders. The document will be produced in Arabic and professionally translated into English.</p> <p>A workshop shall be conducted in Palestine and each hosting country (Syria, Lebanon, and Jordan) shall take place to present the results of the study*.</p>	<p>T+18 month for the Report</p> <p>T+17 months for the Workshop</p>

*Further details on workshops is presented in section 5.4 of the Terms of Reference

5.2 Requirements for deliverables

All documents shall be in Arabic with English translation and as comprehensive as possible avoiding lengthy textbook sections. An executive summary is required.

They should comply with the following requirements:

- Compliance with the terms of reference
- Clarity, soundness and relevance of their content

The reports will be submitted in three (3) hard, colored copies; all reports shall be bound. Maps and drawings included in the reports must be easily readable. Five soft copies shall also be provided (in pdf, Word, Excel, MS-Project, Arc-GIS 10 - appropriate software versions to be coordinated with project manager).

It is important that the deliverables presented by the Consultant be clear and transparent. As such the Consultant will ensure the following aspects are included in his reports:

- the source of all collected data shall be traceable
- the methodology and assumptions used shall be fully described

Released outputs (printable material) shall be produced respecting EU visibility guidelines.

5.3 Approval procedure of deliverables

Deliverables will be submitted to the project manager for approval. The project manager will review and organize comments from all relevant stakeholders within four weeks after reception. The Consultant shall integrate the requested modifications and comments within 2 weeks after receipt of the comments, unless otherwise indicated, prior to submitting the final version.

5.4 Workshops Details:

Three Regional Workshop shall be conducted to present kick of the assignment, and present the main outputs produced in which international and national organizations relevant to the action will be invited to ensure coordination and exchange of lessons learnt.

The following workshop shall be conducted by the Consultant to the :

Workshop	Content	Due date (T is the date of commencement of the Services)
<p><u>Three Regional Workshops</u> to the High level Governmental Representatives (hosting Countries), Head of Arab Water Experts Network, and Head of Department of Refugee Affairs, as follows:</p>		
Kickoff Workshop	The Workshop aims at launching officially the assessment activities, including presenting study objectives, tasks, methodology of work, expected outputs, time schedule (to be done within one month of contract commencement) .	T+1 month
Assessment results Workshop	The Workshop aims to present the results of the Assessment Report on water and wastewater services and their management efficiency and sustainability	T+7 months
Needed interventions, and Institutional results Workshop	The Workshop aims to present Strategic interventions & priority action plan, and Institutional arrangements for improving the level of water and sanitation services	T+16 months
<p>**Venue for the three above workshops will take place in Jordan (with the possibility of virtual participation). Details shall be coordinated with the AWEN.</p>		
<p><u>Five Local Workshops</u> in Palestine (1 in West Bank & 1 in Gaza), and each hosting country, as follows:</p>		
(5) Workshops to present results of the study	In Palestine (1 in West Bank and 1 in Gaza) and each hosting country (Syria, Lebanon, and Jordan) shall take place to present the results of the study including Assessment Report on water and wastewater services and their management efficiency and sustainability, Strategic interventions & priority action plan, and Institutional arrangements for improving the level of water and sanitation services	T+16 months

**** In addition to these workshops, it is the Consultant responsibility to conduct meetings to discuss and present key findings for each targeted Refugee Camp in the presence of the National Technical Committee and Technical Sub-Committees.**

- With guidance from AWEN, confirm the list of invited attendees from stakeholders register
- Identify, arrange and confirm the venue including any necessary teleconferencing arrangements. Prepare and issue invitations to attendees upon AWEN approval. The invitation shall encourage female participation.
- Prepare and circulate an agenda with specific topics for discussion.
- Facilitate the workshop with subject matter expert(s).
- Prepare and present at each workshop, a summary of purpose and objectives. This introduction will provide an overview of the program and offer context to all participants.
- Prepare the workshop meeting minutes for review and comment by AWEN.
- Distribute workshop minutes to all participants.
- translation service shall be considered per each workshop by the Consultant.
- For conducting the Workshop; the financial cost should be considered in the Consultant financial proposal. For Regional Workshops; the venue, accommodation, travel expenses shall be covered in the financial offer.

6. PROJECT ORGANIZATION

6.1 Project executing agency and Management arrangement

The Project executing agency is the AWEN who will be responsible for technical and financial management of the Technical Assistance and quality control of the outputs through revision and approval of outputs produced, and in full coordination with Departments of Refugee Affairs. The project manager of the AWEN will work closely with the Ministry of Finance and Office of the European Union Representative for (EUREP).

The Consultant will be technically responsible for the preparation and implementation of the assignment in full coordination with AWEN project manager, nominated Department of Refugee Affairs and UNRWA representatives per each country, and in close coordination with EU.

6.2 Stakeholder participation

For the success of the Project, it is important that all relevant stakeholders are involved in the progress of the Project and the decisions to be taken during the course of the Technical Assistance, including:

- Governments representatives in Palestine and the hosting countries will provide guidance on priority refugee camps to be targeted, and provide needed support.
- Service Providers, including municipalities, Cap service Committees, will can provide needed support to the assignment by providing available data, information related to infrastructure situation, sources or water, wastewater treatment and disposal and detailed information on service provision operation and maintenance and management. The Service provider may accompany AWEN or an expert assigned by AWEN during field visits and surveys.
- UNRWA will assist in the provision of information regarding refugee camps including current infrastructure situation in camps, completed infrastructure as well as the status of ongoing projects, water and wastewater reports and interventions, in addition to possible fundraising efforts at latter stage
- The Department of Refugee Affairs can provide support in coordination with the relevant authorities and partners (UNRWA, the Arab countries hosting Palestinian refugees).
- Other Stakeholders: organizations involved in water management in the targeted refugee camps will also be contacted to ensure that proposed action has synergy with their on-going and planned work.

Therefore, throughout the Project, the team leader - and other experts if required - shall be available for meetings called by the AWEN and for ad-hoc telephone or internet consultations on any matter concerning the Project.

The Consultant shall be ready to prepare a couple of formal presentations on the results of the Project at various stages. The audience for the presentation will be decided by the AWEN and may include funding agencies.

6.3 Steering and technical committees

6.3.1 Steering Committee

For ensuring the good implementation of the Technical Assistance, a steering committee will be created to monitor the overall progress of the Project, and provide guidance at specific stages of the

project. The Committee shall track and review actual accomplishments and results against approved plans and budget, it will thus approve any revision on plans and budget modification; review the plan to reflect progress thus far, and to advise for revisions of plan for remaining work, if needed; and provide early feedback as the action proceeds. It will be composed of representatives from:

- Ministry of Finance of Palestine
- The Arab Water Experts Network (AWEN)
- The EU Representative Office
- Department of Refugee Affair
- UNRWA representative

The steering committee shall meet at least at both kick-off and final presentations and on quarterly basis of the Project. Its responsibility consists in assisting the AWEN in leading the Project and in validating the deliverables.

6.3.2 National Technical Committees and Technical Sub-Committees

A National Technical Committee shall be formulated at the level of each target country, to assist in providing all the information and support necessary to facilitate the implementation of the different tasks of the projects, act as liaison team with all governance structure and other key stakeholders in order to support in having updated information for developing the needed outputs. It will be composed of representatives from:

- The Arab Water Experts Network (AWEN) as project Manager
- Government Representative focal point
- Department of Refugee Affair
- UNRWA representative in Palestine\ hosting country
- European Union representative/focal person (whenever possible)
- Other participants as deemed necessary.

The National Technical Committee shall have bi-monthly meeting to discuss any key constraints encountered, work planned for the subsequent period, additional inputs and support needed from different parties and will update the work plan and calendar accordingly.

Furthermore, **Technical Sub-Committees** at Governorate level shall be formulated, that includes representatives of:

- Department of Refugee Affair
- camp service committee

Technical Sub- Committees at Governorate level within the targeted refugee camps will contribute to obtaining needed information and having the support during the Study development in a participatory and effective manner and in coordination with the service providers within the targeted refugee camps.

The Consultant will be responsible for supporting the AWEN in formulating a National Technical Committee per each country, and Technical Sub- Committee(s) at Governorate level for each country.

7. RESPONSIBILITIES OF AWEN

- The AWEN will be responsible for managing the contract and will assign the project manager.
- AWEN will provide meeting room at its premises in West Bank upon prior notice and agreement. This will be provided free of any costs to the Consultant.
- AWEN will not provide office space, furniture or related services in its premises.
- All of the above mentioned items will be provided by AWEN, any other items needed must be provided by the consultant.

8. Responsibilities of the Consultant

The Consultant is requested to review the TOR in his/her proposal, and to provide a detailed organization and comprehensive methodology plan, and time line to fit within the available budget.

The awarded Consultant shall carry out his duties in a timely, diligent and professional manner according to the Terms of Reference, and the negotiated technical and financial proposal. The Consultant shall cover all costs needed to accomplish the requested tasks indicated in the TOR and deliver quality outputs. This shall include the necessary office space and equipment, travel expenses, translation and interpretation, transportation and accommodation, visibility measures for the project, workshops, printing material ...etc.

9. CONTRACTS TYPE AND PAYMENTS SCHEDULE

The contract is lump Sum (with Fixed Budget of 300,000 EURO). The payments schedule (Reference to section 5 Deliverables of the ToR) is:

Payment No	Outputs Delivered and acceptable to AWEN
First payment: 10% of the contract price	upon the submission of draft and final Inception Report acceptable to AWEN and completion of regional workshop (Inception phase) (D # 2)
Second payment: 25% of the contract price	upon the submission of draft and final Assessment Report on water and wastewater services and their management efficiency and sustainability acceptable to AWEN and completion of regional workshop (D # 3)
Third payment: 20% of the contract price	upon the submission of draft and final Strategic interventions & priority action plan acceptable to AWEN (D #4)
Forth payment: 25% of the contract price	upon the submission of draft and final Institutional arrangements for improving the level of water and sanitation services Report acceptable to AWEN and completion of regional workshop (D# 5)
Fifth Payment: 20% of the contract price	upon the submission of draft and final Completion Report and completion of workshops in Palestine and each hosting country (D#6)

Payment will be subject to approval of the submitted deliverables as reflected in section 5 of this Term of Reference. Reports shall be submitted as draft and final report, and shall be cleared upon approval of report content and quality.

10. LOGISTICS AND TIMING

10.1. Location

The consultant experts will be based in Palestine and the hosting countries (Jordan, Syria, and Lebanon).

10.2. Start data & period of implementation

The intended start date of this contract is early January 2024 and the period of implementation will be 18 months from the contract awarding date.

Bidders are expected to provide a comprehensive and detailed approach , methodology , action plan, and team composition . The action plan is preferably in MS Project, or equivalent software, indicating all the key tasks, deliverables, milestones, responsibilities, timetables and critical path for successful project implementation.

11. QUALIFICATIONS OF THE CONSULTANT

- The Consultant shall be specialized in the field of Water Sector, and have been working in related field since 10 years.
- The Consultant shall have relevant experience in the field of the assignment.
- The Consultant should have a proven track record of previous experience implementing similar assignments in the same or related field and should have successfully completed at least one similar assignment in the last 5 years.
- The Consultant shall include the below key expertise
 - o WASH Expert
 - o Hydraulic Expert(s)
 - o wastewater Expert(s)
 - o Strategic planning expert(s)

In addition to non-key expert in the field of Financial and Accounting, Communication, Database and system Analyst, change Management MIS/GIS, Legal Advisor, gender and socio-economy . The Consultant proposal shall define clearly where local experts per each county shall be recruited.

- The contractor must select and hire other experts as required according to the profiles identified in the proposed Organization and Methodology and in these Term of Reference.
- All experts must be independent and free from conflict of interest in the responsibilities they take on.

12. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

12.1. Staffing

12.1.1 Key Experts

Key Experts (KE) have a crucial role in the implementation of the contract. This Terms of Reference contain the required key experts’ profile. The bidder shall submit CVs and Statements of Exclusivity and Availability for the key experts:

Minimal Qualification and experiences requested from the team are as follows:

<p>Team Leader- WASH Expert</p>	<p>The Team Leader will be in charge of the overall management of the key and non-key experts in Palestine and the hosting countries. He/she will insure that a system of quality control is put in place and the timely delivery of highest quality results. He/ she will also be the contact point for the implementation of all activities.</p> <p>Qualifications and skills</p> <ul style="list-style-type: none"> ○ A MBA and/or MSc in Management and/or MSc in Engineering, or Environment or any other relevant discipline, from a recognized institution. <p>Professional experience</p> <ul style="list-style-type: none"> ○ 5 years of work experience as Project Team Leader in international/ regional projects. ○ 5 years of experience in similar assignments ○ Experience working with Palestinian refugees is preferable ○ Experience of working in developing countries (in Middle East) context would be an asset. ○ Knowledge in qualitative research and approaches, experience in managing data collection. ○ Ability to handle a large volume of work in an effective and timely manner.
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	<ul style="list-style-type: none"> ○ Proven and well-developed skill in communication (both oral and written), Project planning, institutional development & stakeholder facilitation. ○ The Team Leader will be responsible for the overall management of the TA
Hydraulic Expert(s)	<p>Qualifications and skills</p> <ul style="list-style-type: none"> ○ A Master degree in Engineering or Environment or other relevant field from a recognized institution. <p>Professional experience</p> <ul style="list-style-type: none"> ○ 5 years of experience in water infrastructure development ;design, implementation, operation and maintenance (production, storage, networks) in developing countries ○ Proven skills and experience in technical diagnosis of water service management
wastewater Expert(s)	<p>Qualifications and skills</p> <ul style="list-style-type: none"> ○ A Master degree in Engineering or Environment or other relevant field from a recognized institution. <p>Professional experience</p> <ul style="list-style-type: none"> ○ 5 years of experience in wastewater infrastructure development; design, implementation, operation and maintenance (septic tanks, networks, treatment plants) in developing countries ○ Proven skills and experience in technical diagnosis of wastewater service management
Strategic planning expert(s)	<p>Qualifications and skills</p> <ul style="list-style-type: none"> ○ A bachelor degree in business administration, management or equivalent, from a recognized institution; A higher degree will be considered to be of added value; <p>Professional experience</p> <ul style="list-style-type: none"> ○ 5 years of practical experience in developing strategic and business planning; ○ Proven skills and experience in water and wastewater utilities;

All experts must be independent and free from conflicts of interest in the responsibilities they take on.

Home-based working days requires prior approval from the Contracting Authority.

12.1.2 Non-Key Experts (NKEs)

The profile of the non-key experts for this contract should cover indicatively those areas: Financial & Accounting, Communication, Database and system Analyst, change Management MIS/GIS, Legal Advisor, gender and socio-economy

CVs for the non-key experts should not be submitted in the tender, but the bidder will have to demonstrate in their offer that they have access to experts with required profile.

The selection procedures used by the bidder to select these other experts must be transparent, and must be based on pre-defined criteria, including professional qualifications, language skills and work experience. The findings of the selection panel must be recorded. The selected experts must be subject to approval by the Contracting Authority before the start of their implementation of tasks.

12.1.3 Support staff and backstopping

The Consultant will provide support facilities to their team of expert (backstopping) during the implementation of the contract. Backstopping and support staff costs must be included in the fee rates of experts.

The Consultant shall provide backstopping services from home office for the duration of the project. He will provide timely inputs as required to satisfy different activities of the project as shall insure that a high quality of expertise and input is provided as necessary to deliver the Term of Reference.

Backstopping staff shall ensure that the project meets and satisfies the expectations of the Contracting Authority and takes immediate corrective and sustainable actions should this not be a case;

- Coordination from the Consultant's headquarters of overall Project activities.
- Timely management and deployment of the Project team.
- Ensuring coordination between Project tea, and the Project Manager of the Client
- Ensuring proper administrative control of the project's expenses, the preparation of invoices with supporting documents and the timely delivery of reports.

12.2 Office Accommodation

Office accommodation of a reasonable standard and approximately 10 square meters for each expert working on the contract is to be provided by the Consultant.

12.3 Facilities to be provided by the Consultant

The Consultant must ensure that experts are adequately supported and equipped. In particular it must ensure that there is sufficient administrative, and secretarial provision to enable the experts to concentrate on their primary responsibilities. It must transfer funds as necessary to support their work under contract and to ensure that its employees are paid regularly and in a timely fashion.

13. MONITORING AND EVALUATION

The assignment will be monitored by the Contracting and Implementing Authorities utilizing reports and deliverables foreseen in this Term of Reference and other possible sources. Subject to more specific definition by the Consultant a series of technical indicators might be utilized.

It is expected that a number of indicators will be developed in the methodology of the offer and further detailed in the inception report.

Annex I : Relevant Documents

Environmental health response plan in the 12 Palestine refugee camps in Lebanon (2018-2021) with inventory and needs assessment

Annex II: Priority Refugee Camps

Priority ranking	Camps in West Bank	Camps in Gaza	Camps in Jordan	Camps in Syria	Camps in Lebanon
1	Jenin Camp	Jabalia Camp	Baqa'a Camp	Yarmouk (unofficial camp*)	Beddawi Camp
2	Deir 'Ammar Camp	Al-Shati Camp	Azmi el-Mufti Camp (Husn)	Ein el Tal (unofficial camp*)	Burj Barajneh Camp
3	Fawwar Camp	Maghazi camp	Irbid Camp	Jaramana Camp	Burj Shemali Camp
4	Nur Shams Camp	Nuseirat camp	Souf Camp	Homs Camp	Dbayeh Camp
5	Balata Camp	Khan Younis Camp	Jerash Camp	Neirab Camp (Halab)	Ein El Hilweh Camp
6	Am'ari camp	Rafah camp	Jabal el-Hussein Camp	Dera'a Camp	El Buss Camp
7	Dheisheh Camp	Bureij camp	Marka Camp (Hetteen)	Hama Camp	Mar Elias Camp

8	Arroub Camp	Deir El-Balah Camp	Zarqa Camp	Al Ramadan Camp	Mieh Mieh Camp
9	Jalazone Camp		Amman New Camp (Al-Wihdat)	Sbeineh Camp	Nahr el-Bared Camp
10	Askar Al Kadeem Camp		Talbieh Camp	Qabr Camp Essit (El Saydah Zeinab)	Rashidieh Camp
11	Aida Camp			Khan Dunoun Camp	Shatila Camp
12	Beit Jibrin Camp (Al'aza)			Khan Eshieh Camp	Wavel Camp
13	Ein Beit e Ma Camp (El Ein)			Latakia (unofficial camp*)	
14	Far'a Camp				
15	Kalandia Camp				
16	Tulkarm Camp				
17	Askar Al Jadeed Camp				
18	Shu'fat Camp				
19	Ein el-Sultan Camp				
20	Aqbat Jabr Camp				

Suggested priority to be targeted within this study is as follows:

Priority ranking	Camps in West Bank	Camps in Gaza	Camps in Jordan	Camps in Syria	Camps in Lebanon
1	Jenin Camp	Jabalia Camp	Baqa'a Camp	Yarmouk (unofficial camp*)	Burj Barajneh Camp
2	Deir 'Ammar Camp	Al-Shati Camp	Azmi el-Mufti Camp (Husn)	Ein el Tal (unofficial camp*)	Shatila Camp
3	Fawwar Camp	Maghazi camp	Irbid Camp	Jaramana Camp	Mar Elias Camp
4	Nur Shams Camp	Nuseirat camp	Souf Camp	Homs Camp	Nahr el-Bared Camp
5	Balata Camp	Khan Younis Camp			

It is the Consultant responsibility to confirm targeted Refugee Camp up 22 Camp within his technical proposal. It is also the Consultant responsibility to consider priorities ,or suggest modifications with clear justifications.