



ANNEX II: TERMS OF REFERENCE

Support Implementation of UfM Financial Strategy WEBE - 15 - PRO431WEB-2023

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1. BACKGROUND INFORMATION

1.1. Partner country

N/A

1.2. Contracting Authority

Secretariat of the Union for the Mediterranean (UfMS or Contracting Authority)

Palau de Pedralbes

Pere Duran Farell, 11

08034 Barcelona, Spain

1.3. The Union for the Mediterranean

Created by the 43 Euro-Mediterranean Heads of State and Government meeting in Paris on 13 July 2008, the UfM Secretariat is a multilateral partnership composed of 43 countries (www.ufmsecretariat.org) (27 EU Member States and 16 countries of the Southern and Eastern Mediterranean) with the mandate of enhancing regional cooperation and integration between both shores of the Mediterranean Sea. Its Secretariat (the Secretariat of the Union for the Mediterranean) is the first permanent structure dedicated to the intergovernmental Mediterranean partnership. The Secretariat is the platform to operationalize, and follow-up decisions taken at political level with a view to monitoring progress in the implementation of Ministerial Declarations' commitments and promoting the initiatives, programmes and projects intended to foster cooperation in the region.

Its multi-partner approach is crucial for seizing opportunities through the exchange of best practices, sharing of experiences, identifying new and innovative methodologies and developing regional and sub-regional networks, following the principles of co-ownership and variable geometry and in collaboration with other key stakeholders in the Euro-Mediterranean region.

1.4. The UfM Financial Strategy for Water

In 2017, UfM Ministers requested the development of a UfM Water Agenda and its Financial Strategy. Throughout 2018, the UfM Secretariat facilitated the process to develop the UfM Financial Strategy for Water, including the organisation of three meetings of the UfM Water Financing Task Force. The UfM Financial Strategy for Water was endorsed by the UfM Senior Officials in December 2018.

In January 2019, the UfM Secretariat launched the UfM Programme to Support Member States in Implementing the Financial Strategy for Water. The first phase of the Programme included support to Jordan and Albania to organise National Workshops on Water Financing, the organisation of a regional training on Climate Financing, the organisation of special sessions on Water Financing at the meetings of the UfM Water Expert Group (WEG), the organisation of a special session on Water and Public Private Partnerships (PPPs) at the First EU-UfM Water Governance & Business Forum, and the organisation of the First UfM Annual Conference on Water Investment and Financing.



In the first half of 2020, the COVID-19 crisis has slowed down the implementation of the programme of support while providing the opportunity to re-launch it, considering the priorities and constraints brought about by the COVID-19 crisis in the Mediterranean Water Sector.

2. OBJECTIVE, SCOPE OF WORK, TASKS, AND EXPECTED RESULTS

2.1. Objective

To support the implementation of the UfM Financial Strategy for Water, which was endorsed by the UfM Senior Officials in December 2018.

2.2. Expected results

The Consultant shall produce:

1. An inception report describing a concise strategy and work plan on concrete steps and activities to be carried out over the contracting period to serve the above-mentioned objectives.
2. Interim six-monthly reports on the status of advancement with an updated work plan for the upcoming 6 months.
3. Brief annual reports of activities, to be prepared for the end-of-the-year UfM Senior Officials' meetings.
4. A final report describing the support provided, plus annexes of the specific work carried out, including outcomes and achievements; problems encountered and recommendations for possible follow-ups.

The assignment is on a **fee-based** contract.

3. ASSUMPTIONS & RISKS

3.1. Assumptions Underlying the Project

The main assumption is that the UfM WEG, under the guidance of the UfM senior officials, maintains the necessary momentum and political will to deliver the UfM Water Programme of Work.

3.2. Risks

The main risk is that the UfM member states do not sufficiently engage in the implementation of the programme, for example due to the workloads of the officials with an interest and expertise in water financing issues.

4. SCOPE OF THE WORK

4.1. Scope of work

To assist the Secretariat of the Union for the Mediterranean in carrying out the second phase of its Programme to Support Member States in implementing the UfM Financial Strategy for Water. The second phase of the Programme will take place between August 2023 and July 2025 and will encompass the UfM core activities on water financing.



4.2. Tasks

These Terms of Reference provide a detailed description of tasks, organised around 4 lines of work.

Under the direct supervision of the project manager of the contract, the Consultant will undertake the following tasks, duties, and responsibilities:

A. Supporting the UfM institutional framework to further develop and oversee the implementation of the Programme

- **Water Financing Task Force (WFTF).** Facilitate the organisation of quarterly on-line meetings of the Water Financing Task Force. This includes: (1) the development of the Terms of Reference for the Water Financing Task Force in consultation with the past participants in the WFTF, (2) for each meeting of the WFTF, the drafting of the agenda, facilitation of the meeting, and drafting of the meeting summary. It is expected that **six on-line meetings** will take place over the period of this contract.
- **Water Expert Group (WEG).** Facilitate the organisation of special sessions on water financing at the meetings of the WEG that will take place over the period of this contract. This includes the drafting of a concept notes for the special sessions, facilitation of the special session, and drafting of session summaries. It is expected that at least **two meetings** of the WEG will take place over the period of this contract.
- **UfM Secretariat / UfM Water.** Provide advice on an on-going basis and as requested, to the project manager regarding the development of the UfM work programme on water financing and its interactions with other UfM work programmes and the work programmes of partners. Support in the development of speeches, press releases and other communication materials that focus on or touch upon water financing issues.

B. Supporting regional information exchanges and peer learning

- **Development and implementation of products and tools.** During the 12th Meeting of the WEG (WEG12) on 23-24 May 2022, Member States supported the further development of the UfM Programme on Water Investment and Financing, with added focus on national-level activities (such as peer reviews, national workshops, trainings, and other capacity development activities). Moreover, the on-line consultation on the implementation of the UfM Water Agenda and UfM Financial Strategy for Water (9-10 June 2020), as well as the UfM Partners' Meeting (9 December 2020), highlighted the opportunity for UfM-Water to play a role in (a) tracking new support measures introduced by different development partners, (b) helping to identify synergies for support programmes and facilities, (c) facilitating cross-learning and capacity development, and (d) identifying financial needs (categorising and quantifying financial gaps). The UfM Water Financing Task Force may decide to take on board some of those tasks (or others) and the Technical Assistance will provide support for ensuring their successful completion.
- **Annual Conference on Water Investment and Financing.** Support the development of two editions (2023 and 2024) of the UfM Annual Conference on Water Investment and Financing. This includes the development of concept notes and background documents, liaising with potential speakers, development of Conference agenda, facilitation of sessions at the conferences, and developing the conference summaries.
- **Other regional and global events.** The UfM Secretariat is often called upon by partners to co-organise special sessions in the framework of established events, such as Cairo Water



Week, World Water Week, or the World Water Forum, and increasingly the topics of those special sessions are related to water financing. The technical assistance will include support for the co-organisation of **one such event per year**. This will include contributing to the development of the concept note and agenda, liaising with potential speakers, facilitation of sessions, and drafting session summaries.

C. Supporting national processes to feed regional peer learning

- **National workshops on water financing.** Support the development of two national workshops on water financing. This will include: (1) liaising with candidate countries and drafting a tailored concept note, (2) drafting terms of reference for local consultants, contracting local consultants, and supervising local consultants, (3) drafting the agenda for the national workshop and coordinating speakers, and (4) drafting the workshop summaries.
- **Piloting one peer review study.** It is expected that the third national workshop on water financing will take the more advanced format of a peer review. This will include: (1) developing a general methodology for the UfM water financing peer reviews, (2) developing a tailored concept note for a peer review, (3) managing a team of up to 3 officials from other member states to take part in the peer review, (4) organising a national workshop, and (5) drafting the peer review report. (The travel costs of officials from other member states that will take part in the peer review will be covered by the UfM Water directly.)

D. Enhancing the impact of the Programme through communication efforts

UfM Water is in the process of developing a communication's strategy. The Technical Assistance will support the overall UfM Water communications strategy by:

- **Developing communication materials about the Programme**
 - Developing in the first three months of the assignment a brochure describing the UfM Programme to Implement the Financial Strategy for Water (this includes content and design, not printing)
 - Developing at the end of the assignment a brochure describing the achievements of the UfM Programme to Implement the Financial Strategy for Water (this includes content and design, not printing)
 - Maintaining a micro website dedicated to the UfM Programme on Supporting Implementation of the Financing Strategy for Water
- **Developing communication materials in support of specific events**
 - Developing for each Annual Conference on Water Investment and Financing a press release and social media feeds, as well as a 4-page policy brief highlighting the main messages of the Conference (this includes content and design, not printing)
 - Developing for each national workshop on water financing a press release and a policy brief highlighting the main messages of the workshop (this includes content and design, not printing)
 - Developing for each meeting of the Water Financing Task Force a press release

4.3. Project management

4.3.1. Responsible body

The project will be managed by UfM Water, Environment and Blue Economy Division.



All issues related to the technical elements in relation to this contract, mainly the specific activities as outlined in sections 4.1 and 4.2. of these Terms of Reference, shall be taken by the project manager nominated by the contracting authority pursuant to special conditions of contract Article 2.1. The project manager will ensure these tasks in accordance with UfM internal rules and procedures.

5. LOGISTICS AND TIMING

5.1. Logistics

The members of the Consultant team will work from their home base(s). These Terms of Reference foresee up to 10 missions of the Team Leader across the UfM region from the Team Leader. The Team Leader will hold on-line meetings with the project manager at least once every three weeks to ensure that the work progresses according to plan and address any difficulties encountered.

5.2. Commencement Date & Period of Implementation of Tasks

The expected start date is in September 2023 and the period of implementation of the contract will be maximum 24 months from this date.

6. REQUIREMENTS

Tenders deviating from the requirements or not covering all minimum requirements described below may be rejected on the basis of non-compliance with the tender specifications and will not be further evaluated.

6.1. Staff

Note that civil servants and other staff of the public administration, of the partner country or of international/regional organisations based in the country, shall only be approved to work as experts if well justified. The justification should be submitted with the tender and shall include information on the added value the expert will bring as well as proof that the expert is seconded or on personal leave.

6.1.1. Key experts

The assignment should be carried out by **1** key expert, **90** estimated working days. The Contractor shall ensure that all services will be provided and where necessary supplementary support/expertise will be provided through back-stopping and will be included in the offer.

Key experts have a crucial role in implementing the contract as his/her qualification will be used for the Evaluation criteria. This terms of reference contains the required key experts' profiles. The tenderer shall submit CVs and Statements of Exclusivity and Availability for the following key experts:

The team of 1 Key Expert will be led by a Team Leader specialized in Water Policy and Financing with an emphasis on prior experience in the Mediterranean region as well as sufficient experience in water issues at a global level.



Number	Key Experts	Working days
1	Team Leader specialized in Water Economy and Financing, with experience in the Mediterranean region as well as water issues at a global level	90

Key expert 1: Water Economy and Financing (Team Leader)

The Team Leader must have necessary sociocultural skills, experience in the regional context and appropriate experience in the areas of water policy and financing. Client and partner orientation, efficient work practices, interdisciplinary thinking is mandatory.

The Water Policy and Financing Expert/Team Leader shall be in charge of the overall project including steering and supervision as well as communication with stakeholders. He/ she shall be responsible for the assignment and supervision of staff and for overall quality assurance.

General qualification

- University degree in Water Economics, Water Financing or related subjects.
- Management experience
- Good ability to work in teams
- A minimum of 15 years working experience

Specific qualification

- Experience in organising, steering, and monitoring complex assignments involving public sector institutions in the water sector.
- Experience with international development organisations.
- Experience in conceptualising and facilitating multi-stakeholder dialogues around sustainable water financing and supporting international task forces
- Experience in developing analytical work on water financing issues.
- Experience undertaking policy dialogue with governments and development partner organizations both on water resources management and water supply and sanitation, and encouraging participatory approaches to development planning, financing and sustainability.

Regional experience / Knowledge of the country

- Working experience in the region

Language skills

- Fluent in English
- Working knowledge of French or Arabic will be an advantage

The experts must be independent and free from conflicts of interest in the responsibilities accorded to him/her.

A fee-based/technical assistance contract is, by definition, one in which the actual days worked each month for each category of experts may differ from the number of working days estimated for each month in the organisation and methodology and the budget breakdown. The actual input required for the tasks specified in the Terms of Reference can only be determined in the course of the contract.



6.1.2. Other experts, support staff & backstopping

CVs for non-key experts are not examined prior to the signature of the contract. They should not have been included in tenders. All experts must be independent and free from conflicts of interest in the responsibilities accorded to them.

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

For this present assignment, non-key experts might be requested with total of 15 working days. The profiles of the non-key experts for this contract are as follows:

Non-key Expert: Communication Expert

General qualification

- University degree in Communications or related subjects
- Good ability to work in teams
- A minimum of 5 years working experience

Specific qualification

- Experience in supporting the communication efforts of international development programmes and/or international development events.
- Experience working on Mediterranean water issues will be an advantage.

Regional experience / Knowledge of the country

- Working experience in the region

Language skills

- Excellent oral and written communication skills in English
- Working knowledge of French or Arabic will be an advantage

6.1.3. Support staff & backstopping

Cost for backstopping and support staff, as needed, are considered to be included in the financial offer of the tenderer.

6.2. Office accommodation

Office accommodation for each expert working on the contract is to be provided by the Contractor.

6.3. Facilities to be provided by the Contractor

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



6.4. Equipment

No equipment is to be purchased on behalf of the Contracting Authority / Partner Country as part of this service contract or transferred to the Contracting Authority / Partner Country at the end of this contract. Any equipment related to this contract which is to be acquired by the Partner Country must be purchased by means of a separate supply tender procedure.

6.5. Incidental expenditure

The provision for incidental expenditure covers ancillary and exceptional eligible expenditure incurred under this contract. It cannot be used for costs that should be covered by the Contractor as part of its fee rates, as defined above. Its use is governed by the provisions in the General Conditions and the notes in Annex V to the Contract. It covers travel costs and subsistence allowances for missions, outside the normal place of posting, as well as some registration fees for UfM related events undertaken as part of this contract. If applicable, indicate whether the provision includes costs for environmental measures, for example CO₂ offsetting.

The provision for incidental expenditure for this contract is **EUR 8,000.00**. This amount must be included unchanged in the budget breakdown.

Daily subsistence costs may be reimbursed for missions foreseen in these terms of reference or approved by the Contracting Authority, and carried out by the contractor's authorised experts, outside the expert's normal place of posting.

The per diem is a flat-rate maximum sum covering daily subsistence costs. These include accommodation, meals, tips and local travel, including travel to and from the airport. Taxi fares are therefore covered by the per diem. Per diem are payable on the basis of the number of hours spent on the mission by the contractor's authorised experts for missions carried out outside the expert's normal place of posting. The per diem is payable if the duration of the mission is 12 hours or more. The per diem may be paid in half or in full, with 12 hours = 50% of the per diem rate and 24 hours = 100% of the per diem rate. Any subsistence allowances to be paid for missions undertaken as part of this contract must not exceed the per diem rates published on the website - http://ec.europa.eu/europeaid/funding/about-calls-tender/procedures-and-practical-guide-prag/diems_en - at the start of each such mission.

The Contracting Authority reserves the right to reject payment of per diem for time spent travelling if the most direct route and the most economical fare criteria have not been applied.

Prior authorisation by the Contracting Authority for the use of the incidental expenditure is needed.

6.6. Expenditure verification

The provision for expenditure verification covers the fees of the auditor charged with verifying the expenditure of this contract in order to proceed with the payment of any pre-financing instalments and/or interim payments.



The provision for expenditure verification for this contract is **EUR 1,500.00**. This amount must be included unchanged in the budget breakdown.

7. REPORTS

7.1. Reporting Requirements

The Contractor will submit the following **reports in English** in addition to the **requested documents mentioned in point 2.4**.

7.2. Submission & Approval of Reports

The **reports must be submitted to the Project Manager** identified above. The Project Manager is **responsible for approving the reports**. The Secretariat will provide its comments on the submitted Inception Report, Interim Report and Final Report, **within 15 working days upon receipt**, according to the above indicated timing. Following the comments received, the Contractor will send a **revised version by email, before formally submitting the final version**. The approved version of the final report shall be submitted in two copies (one hard copy plus **one electronic version** (MS Word format) to the Project Manager.

Each report shall consist of a narrative section and a financial section. The financial section must contain details of the time inputs of the experts, of the incidental expenditure and of the provision for expenditure verification and shall indicate, at a minimum, the expenditure of the reporting period, the cumulative expenditure, and the balance available. Interim and final reports must be provided along with the invoice, the corresponding approved timesheets, the financial report and an expenditure verification report.

To summarise, the Contractor shall provide reports as per the table below; payments will be done accordingly:

- **Inception Report**, based on the kick-off meeting between the expert and the contracting authority, prepare an inception report describing a concise strategy and work plan on concrete steps and activities to be carried out over the contracting period to serve the above-mentioned objectives.
- **Interim Report**, report on the status of advancement with an updated work plan for the upcoming 6 months.
- **Brief Annual Reports for 2023 and 2024** to be prepared in advance of the end-of-the-year UfM Senior Officials' Meetings.
- **Final Report** describing the support provided, plus annexes of the specific work carried out, including outcomes and achievements; problems encountered and recommendations for possible follow-ups.

The reports referred above must be submitted to the Project Manager identified in the contract. The Project Manager is responsible for approving the reports.



8. MONITORING AND EVALUATION

8.1. Definition of indicators

The indicators to be used for monitoring the results and impact of the project shall refer inter alia to timely submission of deliverables required under these Terms of Reference, containing complete information, as required.

N.B. The ownership of all the results or rights thereon, including copyright and other intellectual property rights, obtained in performance and implementation of the contract, shall be irrevocably and fully vested to the UfM Secretariat (in accordance with the section 14 of the General Conditions). The Contractor must not retain copies of such documents, data or any other confidential information related to the and must not use them for purposes unrelated to the contract without the prior consent of the UfM Secretariat.

Annex one, Some activities

	Tasks	Effort	Other costs
WEG Meetings	Preparing presentation; travel; attendance (including facilitation); drafting summary and conclusions; finalising summary and conclusions	10 days	
National Water Finance Conference in Lebanon	<p>Reviewing documents provided by EUD. Drafting concept note; discussing concept with GoL, EUD and WES; reviewing concept.</p> <p>Organising calls with in-country development partners and other stakeholders.</p> <p>Finalising concept; drafting detailed agenda; drafting issues paper.</p> <p>Coordinating with EUD, WES, and AFD.</p> <p>Travel; attendance and facilitation.</p> <p>Drafting summary and conclusions; finalising summary and conclusions.</p>	18 days	
Regional Conferences in Cairo (Water Investment Policy Forum)	<p>Drafting and reviewing concept note</p> <p>Drafting agenda</p> <p>Coordinating with speakers</p> <p>Coordinating with EUD and Gov Egypt.</p> <p>Travel; attendance and facilitation</p> <p>Drafting conclusions and policy brief</p>	28 days	2
Ad hoc requests from DSG		14 days	



Development of a self-assessment methodology	Development concept Online consultation Drafting tool and methodology Finalisation	8 days	
Re-launching Water Finance Task Force and other	Set up (concept, engaging potential members) 1 online meeting (concept, agenda, facilitation, summary, follow up)	12 days	
	Total	90 days	