

TERMS OF REFERENCE
FOR TECHNICAL ASSISTANT CONSULTANCY SERVICES
FOR THE JORDAN WATER SECTOR EFFICIENCY PROGRAM (P176619)
FUNDED BY THE INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
AND THE AGENCE FRANCAISE DE DEVELOPPEMENT
EMPLOYED BY THE WATER AUTHORITY OF JORDAN (WAJ)

I. Background of Jordan's Water Sector

Jordan faces severe water constraints as one of the world's most water-scarce countries. Climate change and population growth will further reduce water resource availability by an estimated 30 percent by 2040. Moreover, the refugee's influx has strained water services, affecting host communities. This has led to the recent shocks in Jordan's water and energy sectors which in turn have caused a sharp increase in the sector debt, impacting service sustainability and the country's fiscal position.

Despite international support and budget assistance for energy and water sector reforms, financial sustainability and service provision risks persist.

The Jordan Reform Matrix (2018-2024) identifies energy and water reforms as crucial drivers for economic competitiveness and growth. The recently approved Water Sector Financial Sustainability Roadmap (FSR) outlines the government's plan to reduce sector debt accumulation and improve financial sustainability in the water sector by 2030. The Government of Jordan (GOJ) is actively managing the water sector through the Ministry of Water and Irrigation (MWI) and the Water Authority of Jordan (WAJ). Efficiency measures, such as Sustainable Capacity Building Improvements, sustainable non-revenue water (NRW) reduction, along with integrating Energy Efficiency (EE) and Renewable Energy (RE) measures, are key initiatives to enhance water management and supply.

The World Bank and other development partners will contribute to the Government's objectives to improve efficiency, service delivery and financial sustainability of the water sector, through the proposed Series of project (SOPs), with the SOP-1 financed by the International Bank for Reconstruction and Development (World Bank), the Agence Française de Développement (AFD) and Global Concessional Financing Facility (GCFF) in the amount of US\$300,000,000 to be managed by the World Bank, toward the cost of the Jordan Water Sector Efficiency Project (JWSEP), which is expected to be implemented between 2023 and 2028.



II. Project Description

The Ministry of Water and Irrigation (MWI)-Water Authority of Jordan intends to implement a co-funded project from the World Bank Group (WB) and the Agence Française de Développement (AFD) in different regions of Jordan to improve the efficiency of the Jordan water sector to be implemented over 5 years.

(1) Project Development Objective PDO Statement:

The Project (SOP-1) Development Objective (PDO) is to improve the efficiency of water services in Jordan. Improving efficiency of water services includes: (a) improvement of services to beneficiaries through rehabilitated water distribution networks; (b) improving EE; (c) improving the drought management system.

The following are the PDO level indicators:

- PDO 1: Areas where foundations for NRW reduction are established (# DMAs) – this is defined as the number of District Metered Area (DMA) established, hydraulically isolated, with baseline established, and rehabilitation designs completed (#) and rehabilitation works completed (#);
- PDO 2: Beneficiaries with access to improved water services (number) - this is defined as the number of beneficiaries from improved water services: quantity of water, hours of service, water quality and/or responsiveness to customer complaints.
- PDO3: Electricity use reduced (kWh/y) – Reduced electricity use from the grid through project interventions (kWh/y reduced); and
- PDO 4: Drought management system operationalized (# components) – this indicator will capture operationalization of the drought management system, through actions such as: (i) drought monitor uses additional indicators and is validated in a regular basis; (ii) seasonal forecasting information is generated on a bi-weekly and monthly basis; (iii) drought vulnerability assessments completed; and, (iv) drought preparedness and contingency plans approved by Technical/Ministerial Drought Committee.

(2) Proposed interventions are grouped around five components:

- **Component 1.** Sustainable non-revenue water reduction. This aims to improve efficiency by reducing waste of the available water resources (financial and commercial) and overall improvement in operational systems in the water sector, in support of adaptation to climate change impacts on water availability. This component would strengthen NRW systems in the country to improve planning, operationalization, and help sustain NRW reduction over time.
- **Component 2.** Increased energy efficiency and reduced energy supply costs. The water sector in Jordan requires significant energy for operation - energy costs represent over half of the water utilities' operational costs - due largely to pumping costs associated with the extraction of deep groundwater, and conveyance of water from the source to population centers. This component would improve the efficiency of the water sector by reducing energy used, costs, and GHG emissions.
- **Component 3.** Water security measures to underpin efficiency measures. Given Jordan's extreme water scarcity and frequent and intense droughts, improved water allocation will support different mechanisms to enable efficient and fair management of water shortages. This component will strengthen drought management with aims to apply a comprehensive drought risk management approach to increase capacity to monitor, forecast, plan for, and respond to droughts in the water sector. This component will also support preparation of studies for rehabilitation of water storage systems.
- **Component 4.** Project management and implementation support. This component would focus on project management required to implement this project and to strengthen systems for the planned SOP.
- **Component 5.** Contingency Emergency Response. A Contingency Emergency Response Component (CERC) with zero allocation would be created and made implementation-ready to

allow the GoJ to respond quickly in case of an eligible emergency. The mechanism will be defined in a specific CERC Operational Manual that will clearly outline the triggers, eligible expenditures, procurement thresholds, and procedures for using part of IBRD resources of the project to respond quickly in the event of an eligible emergency.

- (3) These components leverage Performance-Based Conditions (PBCs)** for priority activities that require a focus on institutional reform and strengthening. Component 1, supporting NRW reduction, includes PBCs focused on systematic planning, monitoring and reporting of NRW, improved Water Company (WC) performance and financial management (FM), and improved customer relationship management. Component 3 includes PBCs that focus on improved water allocation practices, drought management systems and improved risk assessments for surface water reservoirs.

For more details, all public documents related to the project can be found in the link below:

<https://projects.worldbank.org/en/projects-operations/document-detail/P176619?type=projects>

- (4) Initial Environmental and Social Screening.** The environmental risks of the proposed program are expected to be “Substantial” and the social risks of the program are expected to be “Moderate”. As preparation progresses, the Bank will continue to evaluate the risks arising from the program design and will agree on measures to mitigate these risks and strengthen client capacity to comply with Jordan’s environmental and social requirements.

- **More details about E&S aspects of the project and project components can be found using the links below:**

- <https://documents1.worldbank.org/curated/en/099052223112531900/pdf/P1766190c5f1090ed0b0a504b94b239c469.pdf>
- <https://documents1.worldbank.org/curated/en/099205002022321951/pdf/P176619029ad7604d0947302a481882d535.pdf>
- <https://documents1.worldbank.org/curated/en/099052623124518529/pdf/BOSIB0d4798d310db097bc06922e98e0ee3.pdf>

III. Objective(s) of this assignment

The objective(s) of this assignment is to provide comprehensive Technical Assistance and support to the Project Management Directorate (PMD/PMU) at The Water Authority of Jordan (WAJ), The Ministry of Water and Irrigation (MWI), The Jordan Valley Authority (JVA), and The Project Implementation Units (PIUs) at the Water Companies (WCs) throughout the implementation of this project.

This consulting contract is composed of two main elements: (i) a firm technical assistance services to support the PMD (PMU) at WAJ, Water companies, JVA and MWI on key elements of project management and oversight, including coordinating project planning, project monitoring, technical review of tender documents, technical and project management advisory services, training and capacity building support, implementation progress monitoring, monitoring project performance against key indicators, and risk management planning and oversight support on environmental and social issues; (ii) technical, on-demand support for specific aspects of program implementation and oversight that will be needed on an ad-hoc basis.

The consultant shall actively engage and support the PMD (PMU) in their responsibilities, PMD’s (PMU) responsibilities are included in Annex A.

IV. Requested Expertise

The Consultancy firm should have expertise and experience in the following areas:

1. Projects planning and management.
2. Tender preparation and management.
3. Financial management.
4. Monitoring & Evaluation.
5. Engineering of water supply transmission and distribution network and associated facilities
6. NRW assessments and reduction.
7. Energy efficiency & renewable energy project development.
8. Environmental and social standards
9. Preparation and implementation of institutional capacity building experience and training projects for improvement of water utility management including improvement of operation & maintenance management systems and change management.
10. Water & wastewater infrastructure
11. Water Resources.

V. Consulting Services

The consulting services for this assignment are planned to be for sixty (60) months, subject to an annual performance evaluation. The firm services of the TA need to be on-going for the period of the assignment, with minimal turnover of consultants, particularly team leadership. The consultant must be highly flexible, as certain staff personnel will be needed full-time for specific project phases, while others will work part-time. On-demand consulting services shall be provided on an intermittent basis depending on the needs of the SOP-1 Water Sector Efficiency Project activities. Experts and services required for firm-support and ad-hoc technical services are described below, and the proposal shall adequately capture this differentiation in service level.

VI. Scope of services and tasks

The scope of responsibilities of the consultant can be broadly categorized by the following:

- Project management: the consultant will have to be responsible for supporting overall project management in coordination with the PMD (PMU) and other stakeholders involved in the project. This includes, but is not limited to, project planning, financial management, environmental and social compliance oversight, implementation oversight, technical review of documentation and design, coordination, and stakeholder engagement.
- On-demand tasks: the consultant will have to be responsible for managing technical tasks that require on-demand expertise as per the requirements of the project. This includes having technical experts on call who can assist with specific needs.
- Trainings: The consultant will be responsible for developing and conducting a training plan consisting of (three) courses on WAJ premises per year and (one) off-site training per year, that will cover project relevant topics as per the Jordan Water Sector Efficiency Program needs.

The consultant shall actively engage and support the PMD (PMU) and the utilities in the following areas:

1. Project Administration:
 - a. Projects' planning and management.
 - b. Projects' monitoring & Evaluation
 - c. Review of Consultants' monthly reports and preparation of quarterly reports to the World Bank.
 - d. Financial management.
 - e. Logging, filing, archiving, sorting of all incoming and outgoing project's documents.

- f. Collate all documents, data and information needed for each of monitoring, report generation, and IVA (Independent Verification Agency) needs, with the information for verification of the PBCs (Performance Based Conditions).
2. Procurement
 - a. Bids review and revision prior to launching.
 - b. Assistance during bidding process and preparation of bids technical evaluation reports.
 - c. Prepare TORs and Bidding documents for consultancy contract if needed.
 3. Safeguard
 - a. Review of safeguards documents/requirements such as but not limited to Environmental and Social Monitoring Plans, Occupational health and Safety, Traffic management plan and others prepared by third parties for inclusion in the bid documents.
 - b. Monitoring of all safeguard measures and reporting of non-compliance and corrective measures taken or lack of.
 - c. Provide technical support for E&S screening for all utilities.
 - d. Administer the Grievance Redress mechanism for this project to ensure timely and proper response.
 4. Capacity Building
 - a. The consultant shall deliver training as per described in training section in this TOR.
 - b. Include in the team government staff to shadow the consultant's experts in an efficient on-the-job training.
 - c. Provide the government the developed tools (applications, etc.), guides and frameworks (excel sheets, etc.) used in the project management.

VII. Implementation Arrangements: NRW & Energy Sub-Projects

In this section, a brief description of the implementation arrangement for reducing NRW (Non-Revenue Water) and energy activities is presented in tables [1 & 2] below. This section's purpose is to clarify the roles and responsibilities of the TA (Technical Assistance) team in reviewing tender documents and designs, specifically in these two areas.

Table [1]: Summary of NRW sub-project activities

Entity	NRW	
	Project Staff	Roles
WAJ /PMD (PMU)	PMD (PMU) / NRW Directorate	Approve, manage, and coordinate between donors and implementors, and submit reports to the World Bank and AFD.
	TA (this consultancy)	<ul style="list-style-type: none"> • Providing project management support to the PMD (PMU), PIUs/WCs ensuring activities target the project's development objective. • Review tender documents submitted by WCs for compliance with technical, procurement and E&S requirements. • Support oversight and reporting on E&S requirements. • Support in project E&S screening procedure. • Technical support for NRW Directorate & WCs as per this TOR. • Review and (prepare, if needed) tender documents. • Collate information for monitoring reporting.
WCs / PIUs	PIUs/ WCs	<ul style="list-style-type: none"> • Review tender documents provided by external consultancy services and submit tender documents to the PMD (PMU). • Procurement of detailed designs, goods and works.
	External Consultancy services	<ul style="list-style-type: none"> • Preparing detailed designs. • Preparing tender documents. • Supervision of works.
	Contractors	Construction works.

Table [2]: Summary of Energy sub-projects activities

Entity	Energy	
	Project Staff	Roles
WAJ /PMD (PMU)	PMD (PMU) / Energy Unit	Approve, manage, and high-level coordination.
	External Consultancy services	<ul style="list-style-type: none"> • EE: detailed design, preparation of TDs for the contractors and supervise implementation and O&M during the Defects Notification Period phase. • RE: supervise the implementation and O&M during the DNP phase. • Load Management: Feasibility Study and Piloting. • Energy Audit: Feasibility Study and Piloting.
	TA	<ul style="list-style-type: none"> • Review Tender documents submitted by External Consultant • Technical support for Energy Directorate & WCs as per this TOR. • Collate information for reporting. • Support oversight and reporting on E&S requirements. • Support in project screening procedure.
WCs / PIUs	PIUs	Supervise Energy Projects implementation under each PIU scope and boundaries. Provide permissions to sites and the required facilitation.
	Contractor	Energy Projects implementation

VIII. Duty Station

The consultant will be responsible for housing their staff. Consultant staff will be required in-person, when needed, on the PMD (PMU)/WCs/MWI/JVA premises. Consultant staff will be required to attend projects sites, when needed.

IX. Contract Duration

The contract will enter effect upon signature by both parties and the contract duration will be 60 months.

X. Training

The consultant will be responsible for developing and conducting a training plan consisting of (three) courses on WAJ premises and (one) off-site training per year, that will cover project relevant topics as per the Jordan Water Sector Efficiency Program needs. These could include: NRW reduction, ESF (The Environmental and Social Framework), Procurement, and Contract Management. etc.

XI. Reporting

The consultant should report to the PMD (PMU) and should work in close coordination and cooperation with all key program entities, especially the PMD (PMU) and the participating WCs, and other relevant governmental and nongovernmental entities. The consultant is expected to maintain regular and consistent contact with the PMD (PMU) and report on issues, challenges, and opportunities on a timely basis. All data and information necessary for reporting required as per this assignment will be collated by the TA. The reports should be submitted in hard copies in English language and in Arabic language only when needed, in addition to the editable soft copies (word, excel, AutoCAD, etc.) and include all the data and information collected.

PMD (PMU) Roles and Responsibilities:

- Work in close coordination with all implementors to ensure effective coordination.
- Provide regular and up-to-date follow-up and support for WCs' activities within the project.
- Coordinate project activities and communications with the WCs.
- Collate all information and data necessary for preparing required Technical Reports and monitoring.
- Ensure quality assurance and compliance by maintaining high standards for deliverables.
- Ensure that all project activities adhere to GOJ, WAJ, and World Bank regulations and guidelines.
- Monitor and evaluate the project's progress in line with the Project Development Objectives (PDOs) and in accordance with the plans, budget, and scope.
- Collect all information, data, and reports necessary for third-party verification agents.
- Conduct risk management and assessments to proactively address potential issues and propose solutions for potential challenges.
- Ensure timely delivery of deliverables from all consultants involved/Water Companies as part of the projects.
- Stay updated on all program documents and regularly review all guidelines to be well-prepared in addressing any inquiries or seeking clarifications required by stakeholders.
- Review all WCs' tender documents such as contract standard document, and consultancy services RFPs.
- Collect and verify all reports and data measurements provided by the WCs for accuracy and consistency.
- Collaborate with the WCs to address any discrepancies or issues identified during the data verification process.
- Provide necessary feedback to the WCs regarding the quality of their reports and data submission.
- Incorporate the verified data into project reports and evaluations.
- Support the monitoring of environmental performance on an ongoing basis.
- Ensure implementation of LMP (Labor Management Procedures) throughout the program.