



TECHNICAL, PLANNING AND ADVISORY TEAM IN THE
WATER AND SANITATION SECTOR (TPAT) PHASE II

**WATER SECTOR REFORM PLAN
MONITORING REPORT
Q1/2016
(January – March 2016)**

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Acronyms

AFD	Agence Française de Développement
COM	Cabinet of Ministers
COMSC	Council of Ministers Steering Committee
EQA	Environmental Quality Authority
GIZ	Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
IWSR	Institutional Water Sector Review
JSC	Joint Service Council
MOA	Ministry of Agriculture
MOH	Ministry of Health
MOFP	Ministry of Finance and Planning
NWC	National Water Company (successor of WBWD)
O&M	Operation and Maintenance
OD	Organization Development
PMU	Project Managements Unit
PNA	Palestinian National Authority
PWA	Palestinian Water Authority
RCU	Reform Coordination Unit
RWU	Regional Water Utility
SIDA	Swedish International Development Cooperation Agency
SP	Service Providers
TPAT II	Technical, Planning and Advisory Team Project II
WB	World Bank
WBWD	West Bank Water Department
WRM	Water Resources Management
WS	Water Supply
WSRC	Water Sector Regulatory Council
WSRP	Water Sector Reform Plan
WW	Wastewater

1. Introduction

1.1. Background

On December 14th 2009 the Cabinet of Ministers of the Palestinian National Authority endorsed an “Action Plan for Reform” towards the definition and implementation of a comprehensive program of institutional and legislative reform in the Palestinian water sector. The goal of this reform is to establish and activate an effective Water Governance System and improve the Water Management mechanisms. The reform objectives have been defined as follows:

1. With regards to institutions, the Sector Reform will establish strong (capable) and sustainable institutions within a legal framework that clearly defines their roles, responsibilities and the interface (relationship) between them.
2. With regards to infrastructure needs, the Sector Reform will improve water supply and sanitation strategies, policies, investment programs, project designs, and the implementation of projects, in an effort to substantially accelerate infrastructure development.
3. With regards to service provision, the Sector Reform aims to accelerate equitable access to a quality service, while providing improved efficiency and cost-recovery of effectively regulated water operators.
4. With regards to water resources management, the Sector Reform will help to build the institutional knowledge, policies, and monitoring and enforcement capacities, as part of an effort to achieve a more sustainable water resources management strategy.
5. With regards to water consumers, the Sector Reform will aim at improving water demand management and public health awareness in line with the development of water conservation, environmental and public health policies.

A key step in the reform process was the endorsement of the new Water Law through a decree issued by the President of State of on 14 June 2014.

In consequence the reorganization of the water sector and the institutions within was initiated and will require additional coordinated and concerted efforts to revise and adapt strategies and policies and to develop the required capacities to allow all sector stakeholders to fulfil their mandates.

The Water Sector Reform Plan (WSRP) 2016-18 lays out the envisaged actions and targets of key actors in the Palestinian Water Sector to implement the sector reform. The document is an update of the Water Sector Reform Plan 2014-16 and the previous Sector Reform Plan Updates. It was produced based on consultations with the Reform Plan task team, which includes relevant stakeholders such as MoLG, EQA, MoH, and WSRC.

1.2. About the WSRP 2016-18

The Reform Plan was developed in a participatory process with national and international stakeholders of the sector reform is to agree on the way forward in the water sector and its reform in the next three years, i.e. 2016-18.

The Reform Plan 2016-18 is meant to:

Guide the work of water sector institutions to achieve agreed targets that contribute to accomplishing the objectives of the water sector reform.

Provide a basis to monitor progress of the sector reform, and a reference against which corrective measures can be justified.

The document is aimed at and will be owned by water sector and line government institutions as well as financial and implementing partners to the reform process. Its content and results are to be disseminated to the Palestinian public at large for reasons of accountability and transparency, and to other national and international parties for purposes of academic, political and general interest.

Objectives of the WSRP 2016-18

The 'Action Plan for Reform' defines five objectives for the Water Sector Reform (compare 1.1). The Water Sector Reform Plan 2016-18 has the objective to **lay out activities within the framework of the 2014 Water Law to move towards accomplishing these objectives**. The plan therefore provides a set of ambitious yet achievable **targets and measurable indicators** that aim at **guiding the work of the institutions involved in the sector reform**.

The Water Sector Reform Plan further defines modalities for the implementation and monitoring of the reform process to clarify envisaged processes and inform relevant stakeholders. It therefore serves as the main reference for this monitoring report.

1.3. About this document

This document documents the progress made and the problems encountered in the implementation of the water sector reform plan, covering the period from January until including March 2016 and provides an outlook for the implementation of the WSRP during the second quarter of 2016.

This monitoring report is meant to inform the stakeholders of the reform process about progress and on-going activities as well as the required adjustments to the WSRP targets and indicators.

The monitoring report is structured as follows:

- Chapter 2 provides an update of the status of the sector reform since the enactment of the water law in 2014, including the status of progress related to the indicators for the first quarter of 2016.
- Chapter 3 presents the main results and activities during the reporting period together with an overview of the problems encountered and the solutions identified. This section also summarizes the adjustments to the WSRP targets and indicators.
- Chapters 4 captures the results and activities planned for the upcoming 3-month period.
- Annexes 1 and 2 provide detailed updates of the main milestones of the reform and of the WSRP targets and indicators.

The report has been produced by the reform plan task team with representatives from PWA, MOFP, MOA, MOLG, MOH, MONE, EQA, and WSRC.

2. Current Status of the Sector Reform

The implementation status of the sector reform is presented in the table below disaggregated for the period since the new Water Law was enacted until the 31th of December 2015 and for the reporting period (January - March 2016) is summarized in the table hereunder.

Support implementation of and decision-making related to the new sector framework through improved planning, monitoring and reporting		
Previous achievements		Date of completion
Status Report of Water resources in Palestine (2012)		Apr-2014
Assessment report on the status of individual JSC produced		Feb-2015
Study implemented for the irrigation water use efficiency		Oct-2015
2013 Water Sector performance monitoring report approved by PWA (Arabic version)		Jan-2016
Progress during Q1 2016		
#	Indicators for reporting period	Status
1.1	Update reform planning document (2016-18) approved	Completed during Q1 2016
2.2	Report on progress on implementing PWA Implementation Plan 2015 is available	Completed during Q1 2016
2.3	Capacity building on progress reporting for internal monitoring unit	Postponed to Q3 2016
2.6	Water supply performance indicator report 2014 published	Completed during Q1 2016
10.1	Ministry of Local Governorate General Directorate of the Joint Service Council Action Plan for 2014-18 produced and under effective implementation	Under implementation
Complementing and updating legislation, regulations, policies and strategies to support and guide the implementation of the Water Law		
Previous achievements		Date of completion
New Water Law enacted by decree (No. 14 / 2014)		Jun-2014
Water Sector Policy and Strategy 2012 - 2032 approved		Sep-2014
Regulation on Treated Wastewater Reuse approved (PWA, MoA, EQA)		Mar-2012
Wastewater, water supply and WRM Short-Term Strategy 2014-16 approved		Apr-2014
Environment sector strategy approved		Apr-2014
Bio-solids disposal strategy published		Sep-2014
Water scarcity response plan approved		Dec-2014
Water supply and wastewater tariff model approved		Oct-2015
Water Authority Strategic Plan 2016-2018		Dec-2015
PWA Implementation Plan 2016 produced		Dec-2015
Progress during Q1 2016		
#	Indicators for reporting period	Status
10.3	New By-law on JSCs (General) approved by the minister and under effective implementation	Completed during Q1 2016
12.3	Environmental Sector Strategy (2016 - 2019)	Approved; 2016-2021 strategy under preparation
Establishing and operationalizing sector institutions according to the mandates specified in the Water Law		
Previous achievements		Date of completion
Training program for Dir-JSCs implemented		Mar-2014
Water Sector Regulatory Council (WSRC) established		Aug-2014
Treated wastewater reuse association established through a reuse pilot project in Jenin and Nablus		Jul-2014
Progress during Q1 2016		
#	Indicators for reporting period	Status
3.7	Final concept for human resources development system produced	On-going

4.3	<i>Coordinate the capacity building program for water service providers being implemented</i>	On-going
4.4	<i>Strategic plan for management information system produced</i>	Completed during Q1 2016
6.1	<i>Short-term financial support and technical assistance for the WSRC implementation secured</i>	On-going
6.5	<i>Internal WSRC financial, administration and board remuneration by-laws approved by CoM</i>	Pending approval
6.7	<i>Public Relation activities are carried out according to communication plan with stakeholders and relevant WSRC activities coordinated with them</i>	On-going
7.9	<i>Concept for complaint system is available</i>	Completed during Q1 2016
8.1	<i>Preparation of action plan (including a road map) for Building the Capacity of the WBWD and establishing the National Water Company approved by PWA</i>	On-going
10.5	<i>New unified financial accounting program for JSCs produced and under effective</i>	Cancelled
10.7	<i>Training programmes (two weeks) provided to 12 JSCs</i>	Completed during Q1 2016
10.8	<i>Merging Plan for JSCs produced</i>	On-going
10.12	<i>PWA and stakeholders continue planning for and implementing amalgamation of local water service providers (depends on availability of funding)</i>	On-going

3. Implementation results

3.1. Overview of results, events, emerging challenges and solutions

During the reporting period from January until including March 2016 the following results and activities were achieved for the 12 targets set out in the WSRP 2016-18. The table also summarizes challenges and solutions that were found during the first quarter of 2016.

<i>Targets (2016-18)</i>	<i>Results during Q1 2016</i>	<i>Activities during Q1 2016</i>	<i>Challenges</i>	<i>Solutions</i>
<i>1. Planning and monitoring of the reform process is organized in a timely manner</i>	<ul style="list-style-type: none"> ✓ Updated reform planning document (2016-18) approved and published 	<ul style="list-style-type: none"> ✓ Consultation workshop with task team and relevant stakeholders 	<ul style="list-style-type: none"> ✓ Misunderstanding around indicators and responsibilities during the development of the WSRP 2016-18 	Resolved through consultation workshop and direct communication with stakeholders
<i>2. Decision-making and operations are informed through improved planning, monitoring and reporting practices in the sector</i>	<ul style="list-style-type: none"> ✓ Progress report on PWA Implementation Plan 2015 has been issued ✓ Water supply performance indicator report 2014 published 		<ul style="list-style-type: none"> ✓ The PWA Implementation Plan has only been issued in Q1 2016. Due to little time to progress with its implementation the mission of the consultant who will support the CB on progress reporting for the internal monitoring unit was postponed. 	Capacity building on progress reporting for internal monitoring unit has been delayed to Q3
<i>3. Capacities of PWA are established to fulfil its new mandate</i>		<ul style="list-style-type: none"> ✓ The concept for human resources development system is under development and currently in the process of customization 	<ul style="list-style-type: none"> ✓ Details for customization of the human resources development system had to be clarified in a participatory process that took slightly longer than anticipated. 	
<i>4. Capacity development of sector institutions is effectively coordinated and organized according to needs</i>	<ul style="list-style-type: none"> ✓ Strategic plan for management information system has been produced ✓ Draft capacity development policy and strategy has been developed 	<ul style="list-style-type: none"> ✓ The capacity building program for water service providers is being implemented through the GIZ Program ✓ Consultation workshop with relevant stakeholders on the draft capacity development policy and strategy 		
<i>5. Strategies, policies, plans and by-laws are established to guide and</i>				

<p>support the implementation of the 2014 water law</p>				
<p>6. Capacities of WSRC are established to fulfil it's mandate</p>	<ul style="list-style-type: none"> ✓ PMS has been sent to a knowledge exchange workshop in Budapest 	<ul style="list-style-type: none"> ✓ WSRC website under development ✓ Continued efforts to secure short-term financial support and technical assistance to the WSRC 	<ul style="list-style-type: none"> ✓ Stability of the implementation depends on financing through the licensing by-law ✓ Implication of the licensing by-law on the water tariff is very sensitive as it will affect water tariff. ✓ Prime minister linked the temporary approval of the internal WSRC by-laws to the licencing by-law. 	<ul style="list-style-type: none"> ✓ PWA emphasises the need for clear calculation of the tariffs and an information campaign towards users. ✓ Recognized that another expert should review the tariff (but additional funding is required to cover costs)
<p>7. Procedures, processes, guidelines, SOPs and benchmarking systems for performance monitoring of service providers are developed and their application is supported</p>		<ul style="list-style-type: none"> ✓ Concept for benchmarking and SP categorization and ranking procedures has been drafted ✓ Communication plan under preparation by a consultant, brochure on functions and duties published and initial consultation meetings were organized ✓ Data collection and verification for the 2014 Service Providers Performance Report 	<ul style="list-style-type: none"> ✓ Currently there is too little staff to effectively support the tariff review considering the Tariff Bylaw. Tariff processes are sensitive and need to be accompanied with adequate support measures. 	<ul style="list-style-type: none"> ✓ Secure financing of the WSRC through licensing by-law and in the short run through donor support
<p>8. The process to establish and operationalize the National Water Company is agreed and under implementation</p>	<ul style="list-style-type: none"> ✓ A draft action plan (including a road map) for Building the Capacity of the WBWD and establishing the National Water Company has been developed and is under revision by PWA 		<ul style="list-style-type: none"> ✓ Data collection and verification of information and ensuring that perspectives of relevant stakeholders are adequately considered has resulted to be a more complex task than envisaged ✓ Several key challenges have not been resolved yet – e.g. NWC needs time to address all the debts and the status of people who are not willing to pay, in order to avoid collapse of the future company. 	<ul style="list-style-type: none"> ✓ It is suggested to develop a plan and support for a transition period based on the results of the action pan
<p>9. Establishment of new</p>			<ul style="list-style-type: none"> ✓ Reforming the water service 	

<i>regional water utilities on a pilot project basis is prepared</i>			<i>providers, turning them into regional providers as well as to establish Utilities takes more time and requires a transition period</i>	
<i>10. Water and wastewater service provision is ensured and supported during the transitional period until regional water utilities are established</i>	<ul style="list-style-type: none"> ✓ Zero version of national solid waste strategy has been drafted. ✓ Approval of JSC by-law ✓ JSC general by-laws 2016 finalized and published 	<ul style="list-style-type: none"> ✓ JSC is merged into a Municipality (Al Karme), while others are still in progress ✓ On-going negotiations with donors (JICA and WB) for the amalgamation of prioritized local water service providers 	✓ <i>The approval of the National Strategy has been delayed</i>	✓ <i>A suitable time will be identified to arrange the next national team meeting.</i>
<i>11. Agricultural water use is managed according to the new water law</i>				
<i>12. A basic legal framework and strategies to protect Water Resources from Pollution are agreed</i>		✓ <i>On-going development of the Environmental Strategy 2016-21</i>		<i>The timeline has been corrected to complete the Environmental Strategy 2016-21 by Q4 2016</i>

3.2. Adjustments of targets & indicators of the WSRP 2016-18

The WSRP 2016-18 was developed as a ‘living document’ that aims to guide sector institutions to achieve agreed targets towards accomplishing a successful water sector reform. Plans can provide guidance but are unlikely to anticipate all developments affecting their implementation. Monitoring the implementation of the WSRP 2016-18 therefore also serves to identify and document required adjustments to its timeline and to content of the targets and indicators. The following table summarizes the resulting adjustments, which are also integrated into the updated sector reform targets & indicators in Annex 2.

<i>#</i>	<i>Indicator</i>	<i>Adjustment</i>	<i>Comment</i>
2.3	<i>Capacity building on progress reporting for internal monitoring unit</i>	<i>Activity postponed to Q3/2016</i>	<i>Due to limited possibility to progress the support activity has been postponed to make more effective use of resources at a later stage.</i>
3.7	<i>Final concept for human resources development system produced</i>	<i>Completion postponed to Q2/2016</i>	<i>Details for customization of the human resources development system had to be clarified in a participatory process</i>
6.6	<i>Communication plan is prepared</i>	<i>Communication Strategy and Action Plan is prepared</i>	<i>Re-scheduled for Q2/2016</i>
7.12	<i>National Wastewater and Desalination Survey and Monitoring Program initiated</i>	<i>New indicator for target 7</i>	<i>Scheduled for Q2/2016</i>
8.1	<i>Preparation of action plan (including a road map) for Building the Capacity of the WBWD and establishing the National Water Company approved by PWA</i>	<i>Completion postponed to Q2/2016</i>	<i>Several key challenges have not been resolved yet</i>
10.4	<i>Updated MOLG Operational Manual on JSCs produced and under effective implementation</i>	<i>Maybe postponed until 2017</i>	<i>Re-scheduling will be decided during Q2/2016</i>
10.5	<i>New unified financial accounting program for JSCs produced and under effective implementation</i>	<i>MoLG will not develop a unified financial accounting program for JSCs. Instead they will continue to disseminate the existing financial accounting program (using different systems).</i>	<i>JSCs consider accounting systems appropriate, as they cater to different needs and nature of services between JSCs</i>

4. Main scheduled results and events

The following results and activities are scheduled to be achieved during the second quarter (April until including June) 2016.

<i>Targets (2016-18)</i>	<i>Envisaged results for Q2 2016</i>	<i>Activities planned for Q2 2016</i>
<i>1. Planning and monitoring of the reform process is organized in a timely manner</i>	<ul style="list-style-type: none"> ✓ Quarterly progress report issued and approved (PWA) 	
<i>2. Decision-making and operations are informed through improved planning, monitoring and reporting practices in the sector</i>	<ul style="list-style-type: none"> ✓ Final PWA Implementation Plan 2016-2017 produced (PWA) ✓ Water Sector Strategic Plan and Action Plan 2017-22 approved (PWA) 	<ul style="list-style-type: none"> ✓ Use progress report on PWA Implementation Plan 2015 to tackle prevailing issues and mitigate delays (PWA) ✓ Initiate joint data collection from all SPs linked to the National Water Information System (PWA)
<i>3. Capacities of PWA are established to fulfil its new mandate</i>	<ul style="list-style-type: none"> ✓ PWA training & development strategy and guideline produced (PWA) ✓ Finalization of admin and financial accounting guidelines (PWA) ✓ Unifying PMU and developing its business plan and SOPs (PWA) 	
<i>4. Capacity development of sector institutions is effectively coordinated and organized according to needs</i>	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓ Finalization of the Capacity building policy and strategy for approval (PWA)
<i>5. Strategies, policies, plans and by-laws are established to guide and support the implementation of the 2014 water law</i>	<ul style="list-style-type: none"> ✓ Licensing of regional water utilities and water operators by-law is agreed and send to the Cabinet of Ministers (PWA) ✓ General policies for determining the water and wastewater tariff approved (PWA) ✓ Wastewater and water supply planning and design guidelines for applications of service providers produced (PWA) ✓ Updated version of the roadmap for infrastructure development planning produced (PWA) ✓ Final Trans-boundary Water Resources Strategy and Action Plan produced (PWA) ✓ Final Water Awareness Strategy produced (PWA) 	<ul style="list-style-type: none"> ✓ Development of a draft version of the Water Safety Plan (PWA) ✓ Development of a draft version of the general policy on Water Demand Management produced (PWA) ✓ Development of a draft version of the Unified Regulation for Water and Wastewater Tariff and Connection Services Fees (PWA)
<i>6. Capacities of WSRC are established to fulfil its mandate</i>	<ul style="list-style-type: none"> ✓ Communication Strategy and Action Plan Finalized (WSRC) 	<ul style="list-style-type: none"> ✓ Stakeholder workshop on the council's mandates, and to receive feedback on support needs (WSRC) ✓ Orientation Workshop for 25 Service Providers (WSRC) ✓ Preparation of Semi Annual Reports for PM (WSRC)
<i>7. Procedures, processes, guidelines, SOPs and benchmarking systems for performance monitoring of service providers are</i>	<ul style="list-style-type: none"> ✓ Preparation of service provider's categorization and ranking procedures and tools (WSRC) ✓ Development of Guidelines for Licensing Process (WSRC) 	<ul style="list-style-type: none"> ✓ Initiate tariff review for Jenin considering the Tariff Bylaw (✓ National Wastewater and Desalination Survey and Monitoring Program initiated

<i>developed and their application is supported</i>	✓ <i>Publish 2014 Service Providers Performance Report (WSRC)</i>	<i>(WSRC)</i>
<i>8. The process to establish and operationalize the National Water Company is agreed and under implementation</i>	✓ <i>Finalization and approval of action plan (including a road map) for Building the Capacity of the WBWD and establishing the National Water Company (PWA)</i>	✓ <i>Developing a TOR for required work packages according to action plan, and secure funding for the implementation of the action plan (PWA)</i>
<i>9. Establishment of new regional water utilities on a pilot project basis is prepared</i>		✓ <i>Qualified consultants contracted to develop a road map for the establishment of new Regional Water Utilities on a pilot project basis (PWA)</i>
<i>10. Water and wastewater service provision is ensured and supported during the transitional period until regional water utilities are established</i>	✓ <i>Updated MoLG Operational Manual on JSCs developed (MoLG)</i>	✓ <i>Implementing technical cooperation project on solid waste management in Palestine (MoLG with JICA)</i> ✓ <i>Steering committee meeting for Local Gov't Reform and Development Programme Phase 2 to prepare the second phase - starting in June (MoLG with BTC)</i> ✓ <i>Finalization of Palestine Municipalities Support Program 2010-16 (MoLG with Italian cooperation)</i> ✓ <i>Continue process to establish financial support for amalgamation of local water service providers (PWA / MoLG)</i>
<i>11. Agricultural water use is managed according to the new water law</i>	✓ <i>By-laws on Water User Associations submitted to CoM (PWA / MoA)</i> ✓ <i>Agricultural water tariff submitted to CoM (PWA)</i> ✓ <i>Agricultural water tariff model approved (MoA)</i>	
<i>12. A basic legal framework and strategies to protect Water Resources from Pollution are agreed</i>		✓ <i>Continued work on Environmental Sector Strategy 2016 – 21 (EQA)</i>

5. Appendices

5.1. Annex 1: Main milestones achieved (cumulative up to March 2016)

The following table provides an update of the main milestones of the sector reform (cumulative up to March 2016). All changes as compared to the WSRP 2016-18 document have been highlighted in red.

#	Description	Resp.	Date
Reform process			
1	Action Plan for Reform approved	CoM	Dec-2009
2	COMSC established	CoM	Dec-2009
3	RCU established	PWA	Jun-2011
4	Sector reform kick-off seminars held	PWA	Dec-2011
6	Reform planning document (2012-14) approved	COMSC	Apr-2012
7	Memorandum of Understanding signed between national and international stakeholder	PA/PWA	Jul-2012
8	Reform Plan Update (2013-15) approved	COMSC	May-2013
9	Reform Plan Update (2014-16) approved	COMSC	Dec-2013
10	Update reform planning document (2016-18) approved	PWA	Q1-2016
Sector framework & strategies			
11	Water quality standards updated and revised	PSI	Jan-2012
12	Regulation Treated Sludge Reuse approved (PWA, MoA, EQA)	PSI	Dec -2015
13	Water and Gender Strategy approved	PWA	Nov-2012
14	Draft Water Policy produced (WR, WS, WW)	PWA	Dec-2012
15	Draft Water Strategy produced (WR, WS, WW)	PWA	Jan-2013
16	Water Tariff By-Law (WS, WW) approved	PWA	Jan-2013
17	Consultations on Water Law completed	PWA	Mar-2013
18	Consultations on Water Policy and Strategy completed	PWA	Mar-2013
19	Revised Water Law approved	CoM	Aug-2013
20	Joint Service Councils Strategy approved	MoLG	Oct-2013
21	By-law on connection to sewer system approved	CoM	Dec-2013
22	New Water Law enacted by decree (No. 14 / 2014)	President	Jun-2014
23	Water Sector Policy and Strategy 2012 - 2032 approved	CoM	Sep-2014
24	Regulation on Treated Wastewater Reuse approved (PWA, MoA, EQA)	PSI	Mar-2012
25	Wastewater, water supply and WRM Short-Term Strategy 2014-16 approved	PWA	Apr-2014
26	Environment sector strategy approved	EQA	Apr-2014
27	Bio-solids disposal strategy published	PWA	Sep-2014
28	Water scarcity response plan approved	PWA	Dec-2014
29	Water supply and wastewater tariff model approved	PWA	Oct-2015
30	Water Authority Strategic Plan 2016-2018	PWA	Dec-2015
31	PWA Implementation Plan 2016 produced	PWA	Dec-2015
32	New By-law on JSCs (General) approved by the minister and under effective implementation	MoLG	Q1-2016
33	Environmental Sector Strategy (2016 - 2019)	EQA/ PWA	Q1-2016
Establishing sector institutions			
34	Training program for Dir-JSCs implemented	MoLG	Mar-2014
35	Water Sector Regulatory Council (WSRC) established	CoM	Aug-2014

36	Treated wastewater reuse association established through a reuse pilot project in Jenin and Nablus	MoA	Jul-2014
37	Strategic plan for management information system produced	PWA	Q1-2016
38	Concept for complaint system is available	WSRC	Q1-2016
39	Training programmes (two weeks) provided to 12 JSCs	MoLG	Q1-2016
Generating strategic information			
40	Water supply monitoring tools approved for management interface with Service Providers	PWA/WS RC	Jan-2010
41	The irrigation water use Strategy	MoA	Jun-2010
42	Revised and updated Water Resources Monitoring program approved	PWA	Feb-2012
43	Water needs assessment regarding strategy, planning, implementation and regulation produced (WR, WS, WW)	PWA	Nov-2012
44	2011 Water Status Report produced (WR, WS, WW)	PWA	Mar-2013
45	Status Report of Water resources in Palestine (2012)	PWA	Apr-2014
46	Assessment report on the status of individual JSC produced	MoLG	Feb-2015
47	Study implemented for the irrigation water use efficiency	MoA	Oct-2015
48	2013 Water Sector performance monitoring report approved by PWA (Arabic version)	PWA	Jan-2016
49	Report on progress on implementing PWA Implementation Plan 2015 is available	PWA	Q1-2016
50	Water supply performance indicator report 2014 published	PWA/ WSRC	Q1-2016

5.2. Annex 2: Updated sector reform targets and indicators for the period 2016-2018

The following table provides an update of the sector reform targets and indicators for the period 2016-2018. All changes as compared to the WSRP 2016-18 document have been highlighted in red.

No	Target	No	Indicator	Timing	Responsible	Main TA
1	Planning and monitoring of the reform process is organized in a timely manner	1.1	Update reform planning document (2016-18) approved	Completed	PWA	TPAT II
		1.2	Update reform planning document (2017-19) approved	Q1/2017	PWA	
		1.3	Quarterly progress reports issued and approved	Starting Q2/2016	PWA	(TPAT II)
		1.4	Reform plan and progress reports presented at joint annual reviews	Starting Q3/2016	PWA	
2	Decision-making and operations are informed through improved planning, monitoring and reporting practices in the sector	2.1	Final PWA Implementation Plan 2016-2017 produced	Q2/2016	PWA	TPAT II
		2.2	Report on progress on implementing PWA Implementation Plan 2015 is available	Completed	PWA	TPAT II
		2.3	Capacity building on progress reporting for internal monitoring unit	Postponed to Q3/2016	PWA	M&E consultancy service/WB
		2.4	Report on progress on implementing PWA Implementation Plan 2016 is available	Q4/2016	PWA	M&E consultancy service/WB
		2.5	Water Sector Strategic Plan and Action Plan 2017-22 approved	Postpone to Q3/2016	PWA	
		2.6	Water supply performance indicator report 2014 published	Completed	PWA/WSRC	GIZ
		2.7	Wastewater performance indicator report 2014 published	Q4/2016	WSRC / PWA	EU
		2.8	Water supply performance indicator report 2015 published	Q1/2017	WSRC / PWA	GIZ

	2.9	Wastewater performance indicator report 2015 published	Q4/2016	WSRC/ PWA	EU
	2.10	Joint data collection from all SPs linked to the National Water Information System	Starting Q2/2016	PWA/ WSRC	
	2.11	2015 annual status report(s) produced and published online	Q4/2016	PWA	
3 Capacities of PWA are established to fulfil its new mandate	3.1	Approval of the Final Draft Organization Structure (including Job descriptions) by the cabinet and the DIWAN	Q3/2016	PWA & COMSC	
	3.2	Redeployment of PWA according to endorsed Organization Structure	Starting Q4/2016	PWA	
	3.3	Final Assessment Report on PWA individual training needs and training calendar produced	Q1/2017	PWA	TPAT II
	3.4	Development of a PWA training & development strategy and guideline produced and functioning	Q2/2016	PWA	BTC
	3.5	Final admin and financial accounting guidelines produced	Q2/2016	PWA	TPAT II
	3.6	Final standard operating procedures (protocols, procedures, forms, flowcharts, and narrative description) produced	Q4/2016	PWA	TPAT II
	3.7	Final concept for human resources development system produced	Started, Completion postponed to Q2/2016	PWA	
	3.8	Human resources development system for PWA in testing phase and functioning	Q3/2016	PWA	
	3.9	Unifying PMU and developing its business plan and SOPs	Q2/2016	PWA	
	3.10	Archiving system at PWA established	Q2/2017	PWA	
	3.11	Concept for capacity building programme to enable management of PPPs by PWA defined	Q4/2016	PWA	WB
	3.12	Capacity Building programme to enable management of PPPs by PWA initiated	Q1/2017	PWA	WB
	3.13	Pilot PPP project identified	Q3/2017	PWA	WB

	3.14	Pilot PPP project initiated		2018	PWA	WB
	3.15	PPP regulation developed		2018	PWA	WB
4	Capacity development of sector institutions is effectively coordinated and organized according to needs	4.1	Final Capacity Development Policy and Strategy produced	Q3/2016	PWA	TPAT II
		4.2	Implement the Capacity Development Policy and Strategy according to established principles and priorities	Starting Q3/2016	PWA	
		4.3	Coordinate the capacity building program for water service providers being implemented	On-going	PWA,	GIZ
		4.4	Strategic plan for management information system produced	Completed	PWA	
		4.5	Securing funding for development of national management information system according to plan	Starting Q3 /2016	PWA	
5	Strategies, policies, plans and by-laws are established to guide and support the implementation of the 2014 water law	<i>Water supply and wastewater</i>				
		5.1	Licensing of regional water utilities and water operators by-law is agreed and send to the Cabinet of Ministers	Q2/2016	PWA	
		5.2	Licensing of regional water utilities and water operators is approved	Q1/2017	CoM	
		5.3	Updated water scarcity response plan approved	Q3/2016	PWA	
		5.4	General policies for determining the water and wastewater tariff are set and approved	Q2/2016	PWA	TPAT II
		5.5	Development of Unified Regulation for Water and Wastewater Tariff and Connection Services Fees	Q3/2016	PWA	TPAT II
		5.6	Approval of Unified Regulation for Water and Wastewater Tariff and Connection Service Fees	Q2/2017	CoM	
		<i>Infrastructure development</i>				
5.7	Wastewater and water supply planning and design guidelines for applications of service providers produced	Postpone to Q3/2016	PWA			

	5.8	Updated version of the roadmap for infrastructure development planning produced (including list and location of priority water projects)	Q2/2016	PWA	TPAT II
	5.9	Final Water Sector Specifications and Design Guidelines produced	Q2/2017	PWA	TPAT II
	<i>Water Resources Management</i>				
	5.10	Final Trans-boundary Water Resources Strategy and Action Plan produced	Q2/2016	PWA	TPAT II
	5.11	Well drilling and abstraction licensing by-law (including abstraction quotas and allocation of resources for different sectors) are defined	Q3/2016	PWA	
	5.12	Well drilling and water abstraction licensing by-law approved by the cabinet	Q2/2017	PWA	
	<i>Water Demand Management</i>				
	5.13	Final Water Awareness Strategy produced	Q2/2016	PWA	TPAT II
	5.14	Final Water Awareness Action Plan for PWA produced	Q3/2016	PWA	TPAT II
	5.15	Implementation of the Water Awareness Action Plan according to timeline and planned interventions (subject to availability of funding)	Q2/2017	PWA	TPAT II
	5.16	Final version of general policy on Water Demand Management produced	Q3/2016	PWA	TPAT II
	5.17	Final Water Safety Plan produced	Q3/2016	PWA/ MoH	TPAT II
6	6.1	Short-term financial support and technical assistance for the WSRC implementation secured	Q1/2016 On-going	WSRC	WB, GIZ
	6.2	Implementation of licensing generates 50 % of WSRC budget collected (if license by-law is issued) and remaining budget secured from donors	Q1/2017	WSRC	

	6.3	Implementation of licensing generates 75 % of WSRC budget collected (if license by-law is issued) and remaining budget secured from donors	Q1/2018	WSRC	
	6.4	Business (strategic) planning carried out	Q4/2016	WSRC	WB
	6.5	Internal WSRC financial, administration and board remuneration by-laws approved by CoM	Pending approval	WSRC	
	6.6	Communication <i>Strategy and Action Plan</i> is prepared	Re-scheduled from Q4 to Q2/2016	WSRC	WB
	6.7	Public Relation activities are carried out according to communication plan with stakeholders and relevant WSRC activities coordinated with them	On-going	WSRC	WB (GIZ)
	6.8	WSRC information system (database) established	Q4/2016	WSRC	WB
	6.9	WSRC information system continuously updated (maintained)	Starting 2017	WSRC	
	6.10	Develop WSRC website	Started, Completion postponed to Q2/2016	WSRC	
	6.11	On-going capacity building for board members and WSRC members (one to two exposure visits per year)	On-going	WSRC	WB, GIZ
7		Procedures, processes, guidelines, SOPs and benchmarking systems for performance monitoring of service providers are developed and			
	7.1	Preparation of water and wastewater monitoring procedures	Q4/2016	WSRC	WB/GIZ
	7.2	Preparation of services cost calculation guidelines	Q2/2016	WSRC	WB
	7.3	Improve Service Providers in performance monitoring, tariff calculation, licensing procedures and guidelines	On-going	WSRC	WB/GIZ
	7.4	Preparation of service provider's categorization and ranking procedures and tools	Q2/2016	WSRC	WB
	7.5	Development of Guidelines for Licensing Process	Q2/2016	WSRC	GIZ

their application is supported	7.6	Quality assurance standards and benchmarking for the provision of technical and administrative services by Service Providers to consumers established (including national targets and plans for individual targets)	Q3/2016	WSRC	WB
	7.7	WSRC reporting system is revised (especially the benchmarking system, wastewater indicators and tariff reports)	Q1/2017	WSRC	WB, GIZ
	7.8	Principles about the extent and percentage of local authorities' participation in the general assemblies of water utilities agreed	Q3/2016	WSRC	GIZ
	7.9	Concept for complaint system is available	Completed	WSRC	GIZ
	7.10	Complaint system for water users and service providers established (including development of guidelines and procedures)	Q1/2017	WSRC	GIZ
	7.11	Support 16 selected service providers to establish or improve their own complaint systems	Q3/2016	WSRC	GIZ
	7.12	NEW: National Wastewater and Desalination Survey and Monitoring Program initiated	Starting Q2/2016	WSRC	
8 The process to establish and operationalize the National Water Company is agreed and under implementation	8.1	Preparation of action plan (including a road map) for Building the Capacity of the WBWD and establishing the National Water Company approved by PWA	Started, Completion postponed to Q2/2016	PWA	BTC
	8.2	Secure funding for transitional period	Starting Q3/2016	PWA / WBWD	
	8.3	Regulation for the transitional period developed	Starting Q3/2016	PWA	
	8.4	Implementation of the transitional period according to the action plan	Starting Q3/2016	PWA / WBWD	

9	Establishment of new regional water utilities on a pilot project basis is prepared	9.1	Contract qualified consultants to develop a road map for the establishment of new Regional Water Utilities on a pilot project basis	Q2/2016	PWA	EU
		9.2	Initial mapping of potential RWUs and selection of the pilot area(s)	Q3/2016	PWA	EU
		9.3	Definition of the overall framework conditions for RWUs (optional governance systems, management and operational models, legal and regulatory frameworks, viability etc.)	Q1/2017	PWA	EU
		9.4	Formulation of a development plan for the selected pilot area(s)	Q2/2017	PWA	EU
		9.5	Elaboration of a national Roadmap for establishing and operating RWUs	Q4/2017	PWA	EU
		9.6	Develop a guideline to manage relationships of main stakeholders (PWA, utilities, MoLG, WSRC, MoA)	Starting Q1/2017	PWA / MoLG	
		9.7	2 - 3 nucleuses for regional utilities (likely Jenin and Hebron) will be established	2018	PWA / MoLG	
10	Water and wastewater service provision is ensured and supported during the transitional period until regional water utilities are established	10.1	Ministry of Local Governorate General Directorate of the Joint Service Council Action Plan for 2016 produced and under effective implementation	Action Plan available and on-going implement.	MoLG	
		10.2	New MOLG Monitoring and Evaluation Manual for Dir-JSC produced and under effective implementation	Q4/2016	MoLG	
		10.3	New By-law on JSCs (General) approved by the minister and under effective implementation	Completed	MoLG	
		10.4	Updated MOLG Operational Manual on JSCs produced and under effective implementation	Q3/2016 may be postponed to 2017	MoLG	
		10.5	New unified financial accounting program for JSCs produced and under effective implementation	Cancelled	MoLG	
		10.6	Training program for D-JSCs (MOLG) implemented according to the program outline for 2017-18	2017/18	MoLG	
		10.7	Training programmes (two weeks) provided to 12 JSCs	Completed	MoLG	

	10.8	Merging Plan for JSCs produced	On-going	MoLG	
	10.9	JSCs merged into 4 clusters in WB	2018	MoLG	
	10.10	Awareness workshops for member LGUs and local communities	2016/17/18	MoLG	
	10.11	Process to establish financial support for amalgamation of local water service providers	Initiated	PWA / MoLG	pot. EU, WB, JICA
	10.12	PWA and stakeholders continue planning for and implementing amalgamation of local water service providers (depends on availability of funding)	On-going	PWA / MoLG	pot. EU, WB, JICA
11	Agricultural water use is managed according to the new water law				
	11.1	By-laws on Water User Associations submitted to CoM	Q2/2016	PWA / MoA	WB
	11.2	By-laws on Water User Associations approved by the cabinet and published (online)	Q3/2016	CoM	
	11.3	Water Users Associations established, institutionalized and operational in line with the new water law	2017	MoA	
	11.4	Agricultural water tariff submitted to CoM	Postpone to Q3/2016	PWA	
	11.5	Agricultural water tariff approved by law and published (available online)	Q4/2016	CoM	
	11.6	Agricultural water tariff model approved	Q2/2016	MoA	
	11.7	Irrigation Strategy 2017-2022 approved and disseminated and communicated publically to its stakeholders (print versions sent to WUAs and other stakeholders and By-law available online)	Q4/2017	MoA	
12	A basic legal framework and strategies to protect Water Resources from Pollution are agreed				
	12.1	Bylaw to control pesticides approved	2017	EQA/ MOA/ PWA	
	12.2	Legal framework and strategy to enhance adaptation measures to climate change produced	Q1/2017	EQA/ PWA	
	12.3	Environmental Sector Strategy (2016 - 2019) approved	Completed	EQA	
	12.4	Monitoring results on application of regulation on treated wastewater and sludge by the majority of stakeholders	Starting Q1/2016	EQA/ PWA	