

**TERMS OF REFERENCE FOR**

**TECHNICAL ASSISTANCE TO SUPPORT THE ESTABLISHMENT OF REGIONAL WATER**

**UTILITY (RWU) IN TUBAS DISTRICT**

**1. Background**

**1.1 Water Sector Reform**

On Dec 14th 2009 the Cabinet of Ministers of the Palestinian National Authority endorsed an “Action Plan for Reform” (from here on referred to as “the Action Plan”) towards the definition and implementation of a comprehensive program of institutional and legislative reform in the Palestinian water sector (“the Sector Reform”). As the central body in the sector, the Palestinian Water Authority (PWA) has the mandate to lead the reform process. The overall reform included the reorganization of the water sector and the institutions within, capacity building, and the developing of strategies and policies.

The reform objectives have been defined, and slightly adjusted in the Sector Reform Plan as follows, with regards to:

1. 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. 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. 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. 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. 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.

**1.2 New Water Law 2014**

The President of State of Palestine issued a decree endorsing the new Water Law on 14 June 2014. The issuance of the new law establishes for a new phase for the water and wastewater sector, its governance

and management, as the law states that the Water Authority will be under the responsibility of the Cabinet which goes in line with the basic law for having the authorities under the Cabinet umbrella. In addition the law splits policy from regulatory functions, which was previously carried out by PWA since its establishment. The new water law grants the establishment of Water Sector Regulatory Council. The Water Sector Regulatory Council has been established by the Cabinet and has a Board of Directors derived from the public sector, private sector and civil society. Its mandate makes it responsible for water prices and monitoring the performance of Water and Wastewater Service Providers. It will issue licenses for operators to establish the infrastructure needed to supply, desalinate and treat water and set the framework for quality assurance of services and manage consumer complaints. It will set the foundations to represent service providers in Regional Water Utilities and in addition, monitor the performance of Bulk Service Providers and ensure that their services are compliant with the accepted standards.

The Water Law includes directives to transform the West Bank Water Department into a National Water Company which will be owned by the State of Palestine. For this reason the Law states PWA need to develop a temporary Bylaw to facilitate this transitional period (transfer the West Bank Water Department into a company) and provide a mechanism to transfer the assets to the National Company. The Law also states that the company legal status will not change except by a Law. The National Water Company is responsible for supplying Bulk Water and any tasks as assigned by the Water Authority. The National Water Company will have Board of Directors formed by the Cabinet based on recommendations from the Head of the Palestinian Water Authority.

*The new law gives PWA the mandate, supported by a bylaw endorsed by the Cabinet, for establishment of Regional Water Utilities and Water User Associations.*

The Law includes articles protecting water resources and defined protection zones. In addition, to monitoring water resources and provides the head of PWA the mandate to provide judicial policy. It also contains articles which allows for sanctions for the infringement of Water resources.

### **1.3 Current and future organization of Water Sector**

The current organization and relationships between the main administrative bodies involved in the sector are briefly presented in Figure 1. The “National Water Company” has not been fully established yet. It is supposed to integrate the current West Bank Water Department (WBWD) in charge of managing and operating the bulk water supply system in the West Bank.

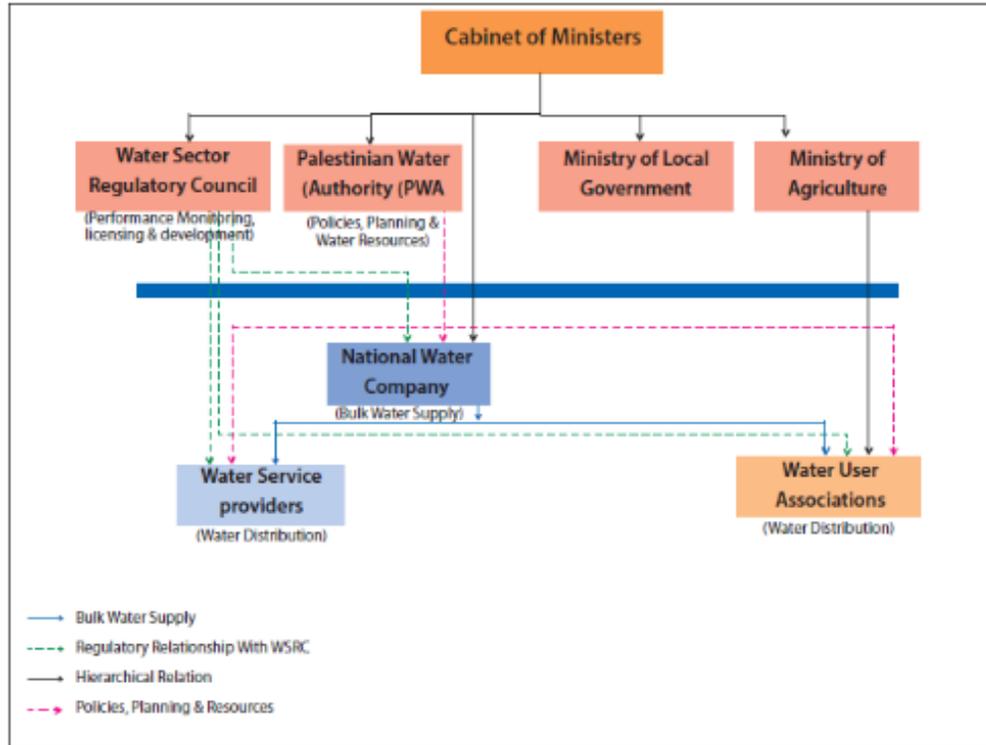


Figure 1: Water sector framework (source: PWA, cited in [WSRC, 2017])

The reorganization of the water service providers is also part of the Water Sector Reform. It was especially addressed in a study aiming at proposing a roadmap for the creation of Regional Water Utilities (RWU). The latest report of this study [FCG, 2018] recommended a stepwise approach to reduce the number of service providers from almost 300 in 2018 down to 3 RWUs in the West Bank and 1 in Gaza in 2032 (Figure 2).

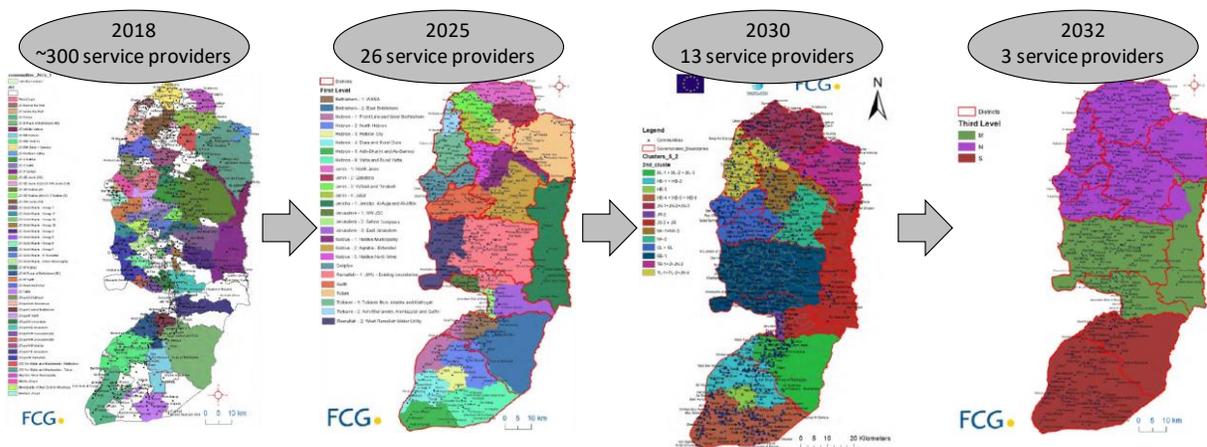


Figure 2: Proposed reorganization of the water service providers in the West Bank as per [FCG, 2018]

#### **1.4 Establishment of Regional Water Utility for Tubas District**

Tubas Joint Water and Sanitation Service Council (T-JWSSC) was established, in August 2010, by the Minister of Local Government for the municipalities of Tubas, Tammoun, Aqqaba and Tayasir (45,000 inhabitants). The T-JWSSC is currently providing the following main services: (i) provides water and wastewater services; (ii) connects households to water networks; (iii) collects periodic water metering reading and (iv) distributes water and wastewater bills and collects due fees; (v) participates in water and wastewater infrastructure development projects; (vi) issues necessary guidance for subscription to safeguard water according to PWA policy and water law.

According to the Road Map for the establishment of Regional Water Utility, the proposed 1<sup>st</sup> Stage of West Bank Clusters, includes merging Tubas and Maithloun in one regional water utility. However, upon agreement with Ministry of Local Government, the Palestinian Water Authority (PWA) decided to take an initial step to transfer Tubas Tubas Water and Wastewater Joint Service Council into one Regional Water Utility. This was accompanied by a request from the Board of Directors (BoD) of T-JWSSC to PWA to provide needed support for the establishment of the RWU for Tubas as part of the water sector reform process in the area on behalf of the JSC members.

## **2. Introduction**

In line with the PWA development priorities, policies and strategies, PWA intends to improve the institutional, technical and operational capacities of T-JWSSC through transferring it into a RWU.

T-JWSSC provides the service to the residents in the towns and villages of Tubas, Tammoun, Aqqaba, Tayaseer, Alaqabah, Atoof, and Ras Alfaraa. The Board of Directors (BoD) of the joint service council is formed of five members; two members from Tubas city, one representative for Tammoun town, one representative for Aqqaba town, and one representative for Tayaseer village. T-JWSSC is located in the North East part of the West Bank as shown in the Figure 3. T-JWSSC has a total coverage area of 111 square kilometers (about 1.96% of the total West Bank area) and a total population of 51,601 inhabitants (Palestinian Central Bureau of Statistics projections 2021).

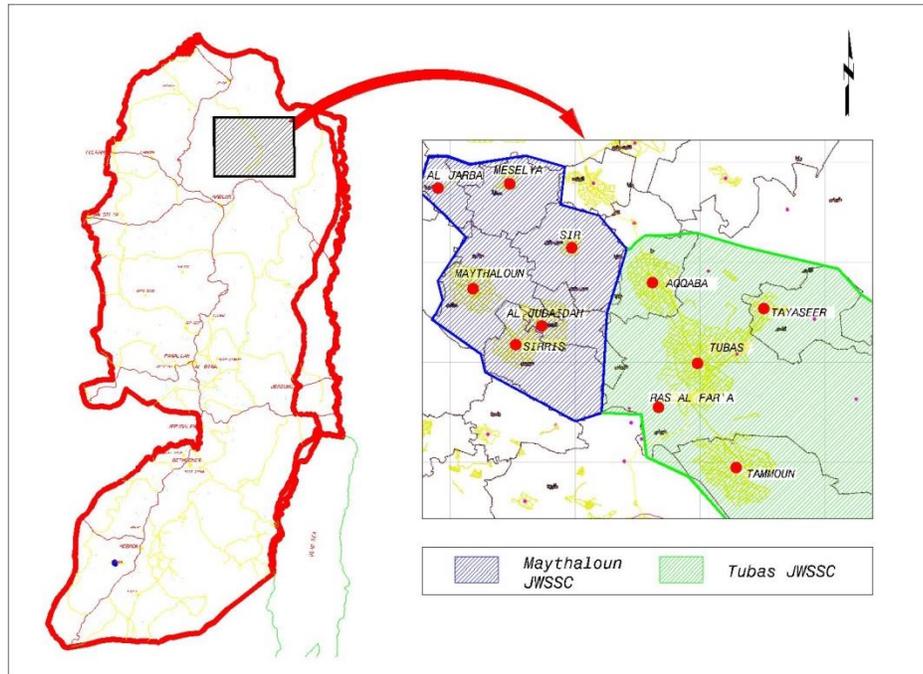


Figure 3: Geographical Location of Tubas JSC Service Area in West Bank

The main drinking water source for Tubas district is the groundwater which is being extracted from three wells. Two of the three wells are owned and operated by WBWD (Tubas and Tamoun wells) and the third well is a private well owned by Aqqaba Municipality together with the private sector. The percentage of the Unaccounted for Water (UFW) in 2019 was estimated to be 32.5% and the average Daily per Capita Water Consumption was 77.2 liters per day.

PWA is seeking the support of a qualified Consultant to provide needed support to:

- ✓ Establish the RWU by providing the required assistance on legal, technical, institutional and financial aspects during the establishment process of the RWU.
- ✓ Perform needs assessment study and provide technical assistance to implement procedures, tools and other capacity building activities in order to establish the RWU and enable successful operation with high performance to guarantee its sustainability.

### 3. Objective of the Assignment

The main objective of the assignment is to carry out a technical, institutional, and legal support and assistance to T- JWSSC towards transferring it into RWU in Tubas area. The purpose of the conversion is to strengthen the service provider institutional setting to ensure that a sustainable organizational,

governance structure and operation is in place in compliance with Decree No (14) for the year 2014 related to Water Law, so that PWA is positioned to exercise effectively its responsibilities. It is to make a substantial and practical contribution to the legal, financial, regulatory, and administrative reforms that are needed to convert existing service providers into RWUs.

Specific Objective is to support transferring the T-JWSSC into a Regional Water Utility

#### **4. Scope of Work**

The Consultant will work in close collaboration and coordination with PWA, Tubas Joint Service Council for Water and Wastewater Management (T-JWSSC) which serves Tubas, Aqqaba, Tamoun and Tayasir and with the LGUs located in the JSC service area, in coordination with the Ministry of Local Government (MoLG).

The consultant shall carry out the tasks described below to fulfill the assignment and the requested outputs.

##### **Task 1: Support the legal establishment of the RWU**

Review the existing legal documents related to the RWU establishment and licensing including the Bylaw and its instruction. The consultant should support PWA and T-JWSSC in the establishment and licensing of the RWU including but not limited to legal support to transfer the General Assembly and Board of Director to become according to the Water Law and regulation (considering relevant directives related to existing Joint Service Councils transfer into RWU). In addition, the Consultant shall revise draft PWA decrees related to the establishment of RWU, revise and update internal bylaw, and MOUs ( if needed) incompliance with Regional Water Utility and Licensing regulation and its instructions. The consultant should provide needed support and advice to T-JWSSC to obtaining required consent or approvals from related authorities.

##### **Expected output:**

- Legal support and advice to PWA to transfer T-JWSSC into RWU considering the Regional Water Utility Establishment Regulations and relevant articles to the establishment process, in the form of Memos
- Legal support and advise to T-JWSSC to become a RWU considering existing regulations and modality of work under the Ministry of Local Governorate ( MoLG) and required modifications to become under the PWA regulation, to be

developed in the form of Memos including but not limited to Legal Memo on steps for asset ownership transfer

**Specific outputs includes:**

- Legal Support to establish the RWU
  - Support the legal formation of the Constituent General Assembly of the RWU
  - Defining transition phase period and requirements
  - Review and revise/modify current JSC's internal by-laws to comply with the required RWU's internal by-laws and procedures
  - Support on legal aspects related to the agreement between the local authorities concerning participation criteria and percentages in the RWU general assembly Legal Support for Licensing
- Legal Support on financial aspects
  - Provide the required legal support and follow-up for the transfer of financial liability (credit and debit financial assets)
  - Legal procedures to change existing JSC's bank account numbers, identify signatures (while retaining cash)
  - Provide the required legal support for the legal transfer of fixed assets (lands, real estate, equipment, networks, etc.,
  - Changing of council's forms of billing systems
  - opening financial statement
- Legal Support on employees transfer and recruitment
  - Determining and defining mechanisms for the legal transfer of the JSC's employees to the RWU
  - Provide the required legal support for the transfer of employees from the JSC to the newly established RWU
  - Defining employees salary scale and its conformance with the levels of wages prevailing in the similar Public Institutions, (differences may exist in the paying scale, may need to develop new paying scale)
  - Coordination with Department of Income Tax regarding the newly established RWU's employees income tax
- Legal Support on profile, agreements and other aspects
  - Change the name of the T-JWSSC to a Regional Water Utility and announcement to all stakeholders

- Legal procedures and requirements for changing council stamps and seals
  - Study the legal obligations of the existing JSC (signed agreements, grants, and establish legal mechanisms to modify the name with the relevant authorities Amendments to the signed agreements may be required) and actions to be taken accordingly
- Legal Support for Licensing
- Provide the required legal support for obtaining a license from the Cabinet based on recommendation from the Water Sector Regulatory Council and preparing all the required legal documents
  - Determining the RWU financial obligations in terms of licensing

## **Task 2: Development a 5 year business plan and a performance based system**

The consultant will assess the management of T-JWSSC to establish a strategic business plan for water supply and sanitation services for the RWU for five years. The Consultant shall revise existing relevant documents<sup>1</sup>. The strategic framework (vision, mission, strategic objectives, key services) shall be endorsed by T-JSSC BoD. The business plan needs to include programs, indicators, budgets, monitoring and evaluation, and implementation arrangements. This will include

- The preparation of a business plan with a well-defined strategic objectives, services, indicators, etc. to determine the priority of the activities, the actions to be carried out
- A description of strategic rationality of its effectiveness and impacts, favoring a commercial approach in search of water and sanitation services. This will include projection of water and sanitation service coverage, review of required tariffs, and other financial implications;
- As part of the preparation of the business plan, collect and review the latest/last audited financial statements ( if not available the year end account), the applicability to generate opening balances per the financial system used and determine any gaps, discuss with MDLF for previous efforts to covert these LGUs if any to accrual basis and state any gaps between the records and transactions, and upload the opening balances for these LGUs into the business plan and prepare the 3 sets of the financial statements.

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<sup>1</sup> A business plan with focus on establishing RWU was developed under the Technical Assistance to the Joint Services Council of Tu-bas (T-JWSSC), Al Yamoun (JSCJWV) and Maythaloun (M-JWSSC) in 2020

- Based on the existing water and wastewater infrastructure developed with AfD and other donor support during the last few years, provide an identification of infrastructure and operational needs. The business plan should also improve the management of water resources by ensuring an integrated approach to infrastructure planning and water resource management;
- Establishment of the strategic goals of the Utility for the next five years
- Definition of objectives and indicators to measure progress.
- The Consultant shall develop strategies to establish a set of procedures for data gathering, ensuring reliability and coherence of data collection.
- Development and implementation of KPI performance monitoring process and reporting procedures efficient mainly for operational performance, financial performance, environmental performance, and community engagement and participation. The monitoring and KPI system will include establishment of a set of procedures for data gathering, data compilation, analysis, and reporting integrated in one system for each KPI.
- Structure a model of the future incomes, operational costs and investment requirements of the utility;

**Expected output:**

- KPI and Reporting System Assessment (including Monitoring and Evaluation Strategy), Business Plan

**Task 3: Revise and adjust standard operation procedures**

Revise existing procedures and operational manual related to administrative, financial, operation and management of T-JWSSC including procurement, and recruitments. The consultant shall support T-JWSSC in adjusting the standard operation manual, practices and procedure to be compatible with the water law and RWU establishment and licensing regulation. The consultant shall develop best management practices related to financial, technical and administrative issues for efficient RWUs operation, and management. As part of the financial assessment, the consultant should evaluate existing financial procedures, and modify to be in line with the water law and regulations.

**Expected output:**

- Revised Technical , Financial, and Administrative standard operation procedures and manuals in line with Regional Water Utility Establishment Regulation

#### **Task 4: Revision of organizational structure, job description**

Review and update the organization structure, job description for the newly established RWU, to enable proper technical, administrative and financial operation of water and wastewater service provision. The Consultant shall consider the organization structure and job description developed under the Road Map for Regional Water Utility Establishment as guiding document. The Consultant shall provide needed assistance to the BoD\ CEO to transfer existing staff in the new structure under the RWU through assessing qualifications of existing staff and providing recommendation on the redeployment plan. The consultant shall prepare a recruitment plan to fulfill missing positions.

#### **Expected output:**

- Updated organizational structure, job description
- Assessment of existing staff , redeployment plan, and recruitment plan

#### **Task 5: Fixed assets identification, registration, and valuation**

Evaluate and register all fixed assets to be transferred to the RWU considering the “Instruction to the Regional Water utility Regulation” with clear presentation of geographical location and current management. The results should be presented and discussed in a workshop and reflected in a document detailing the valuation methodology adopted and have relevant approval. The task will include supporting the RWU in opening financial statements based on the transfer of assets, liabilities, staffing, etc

#### **Expected output:**

- Asset valuation report in draft and final forms, and workshop.
- Opening financial statements

#### **Task 6: Review, and revise tariff structure**

The consultant shall assess existing tariff structure within the T-JWSSC, and propose an appropriated tariff structure for the newly established RWU considering the Unified Tariff

Regulation and based on the developed business plan. The Consultant shall provide needed support to get the approvals at national level for the revised structure.

**Expected output:**

- Updated tariff structure for the RWU

**Task 7: Develop the Standard Operation Procedures for LGUs to establish RWU**

The task aims to prepare a detailed standard operating procedures for Service providers (LGUs) to establish RWU, including formats to be used and flowcharts/ checklist that shows the flow of work, as to how a LGU can become a utility, the method, procedures for communication with the MoLG, PWA, MoF, relevant stakeholders and external bodies etc. This tasks will be based on the Consultant experience in establishing Tubas RWU. Furthermore, the technical assistance shall support in developing standard legal documents and clear procedures for the merger of 2 or 3 service providers as well

**Expected output:**

- Defined functions, procedures, protocols and detailed operating procedures and manuals, guidance and forms for Local Government Units to become a Regional Water utility.

**Task 8: Training needs assessment**

The consultant shall conduct training needs assessment with the objective of defining level of individual's competency, skills, and knowledge compared to the required competency standards to fulfill their positions in the RWU.

The consultant shall suggest a training plan, with proposed realistic schedule with cost estimate for the training program. Priority in training shall be given to key staff, mainly the executive manager, financial & administrative manager and the technical manager in addition to other staff members deemed necessary to be included in the training sessions.

The consultant shall prepare the required Terms of Reference (ToR) for the recommend training program considering best practice training tools, procedures and material.

**Expected output:**





	<p>agreements may be required) and actions to be taken accordingly</p> <ul style="list-style-type: none"> <li>➤ Legal Support for Licensing <ul style="list-style-type: none"> <li>▪ Provide the required legal support for obtaining a license from the Cabinet based on recommendation from the Water Sector Regulatory Council and preparing all the required legal documents</li> <li>▪ Determining the RWU financial obligations in terms of licensing</li> </ul> </li> </ul> <p>To be developed in Arabic or in the language of the original documents ( if exists)</p>	T + 6 months
<b>Task 2: Development a business plan and a performance based system</b>	<ul style="list-style-type: none"> <li>➤ KPI and Reporting System Assessment (including Monitoring and Evaluation Strategy), Business Plan</li> </ul>	T + 2.5 month
<b>Task 3: Revise and adjust standard operation procedures</b>	<ul style="list-style-type: none"> <li>➤ Revised Technical , Financial, and Administrative standard operation procedures and manuals in line with Regional Water Utility Establishment Regulation</li> </ul> <p>To be developed in the language of the original document ( if exist), and if new to be developed in Arabic</p>	T + 4 months
<b>Task 4: Revision of organizational structure, job description</b>	<ul style="list-style-type: none"> <li>➤ Updated organizational structure, job description</li> <li>➤ Assessment of existing staff , and recruitment plan</li> </ul> <p>To be developed in Arabic</p>	T + 4 months
<b>Task 5: Fixed assets identification, registration, and valuation</b>	<ul style="list-style-type: none"> <li>➤ Asset valuation report in draft and final forms, and workshop</li> <li>➤ Opening financial statements</li> </ul>	T + 6 months
<b>Task 6: Review, and revise tariff structure</b>	<ul style="list-style-type: none"> <li>➤ Updated tariff structure for the RWU</li> </ul> <p>To be developed in English</p>	T + 6 months

<b>Task 7: Training needs assessment</b>	➤ Training needs assessment, training plan, and Terms of Reference for priority trainings To be developed in English	T + 7 months
<b>Task 8: Develop the Standard Operation Procedures for LGUs to establish RWU</b>	➤ Defined functions, procedures, protocols and detailed operating procedures and manuals, guidance and forms for Local Government Units to become a Regional Water utility.	T + 8 months
➤ <b>Completion Report:</b> The consultant shall prepare a Completion report including list of outputs, challenges, recommendation to support the RWU.		T+9 month

**Requirements for deliverables**

- All documents shall be as comprehensive as possible avoiding lengthy textbook sections.
- 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, coloured copies; all reports shall be bound.
- It is important that the deliverables presented by the Consultant be clear and transparent.
- The Consultant, in close coordination with PWA and T-JWSSC shall conduct quality reviews to obtain feedback on all draft versions of deliverables as appropriate.

**Approval procedure of deliverables**

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

**6. Project organization**

**Project executing agency**

- The Project executing agency is the Palestinian Water Authority (PWA).

### **Stakeholder participation**

- For the success of the Project it is important that all relevant stakeholders (governmental bodies including relevant Ministries, T-JWSSC, WSRC, etc.) are involved in the progress of the Project and the decisions to be taken during the course of the Project. Therefore, throughout the Project, the team leader - and other experts if required - shall be available for meetings called by the PWA 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 PWA and may include funding agencies.

### **Steering committee**

- A steering committee will be created to monitor the progress of the Project, assist in providing all the information and support necessary to facilitate the implementation of the different tasks of the projects. It will be composed of representatives from:
  - The Palestinian Water Authority (PWA)
  - The Ministry of Local Government(MoLG)
  - BoD- TJWSSC Representative
  - Other participants as deemed necessary.
- The steering committee shall meet at least at both kick-off and on quarterly basis of the Project. Its responsibility consists in assisting the PWA in leading the Project and in validating the deliverables.

## **7. Responsibilities of PWA**

- PWA will coordinate and supervise the work of the Consultant and will oversee the activities on a day to day basis thus following the progress of the Project. PWA and T-JWSSC representative will review and provide comments on the Consultants' deliverables in a timely manner. PWA review does not alleviate the Consultant of his responsibilities for ensuring that his work is completed diligently and accurately.
- PWA and T-JWSSC will provide the Consultant with relevant available information and data and any other documents of general nature relevant to the assignment, the vast majority of which is available in English. The existing documents shall be made available by PWA before the start of the consulting activities on site.
- PWA will provide at its facilities in Ramallah meeting room for meetings (with needed facilities,

and refreshments) upon prior notice. This will be provided free of any costs to the Consultant. The Consultant will work closely with the relevant PWA staff.

- PWA will not provide office space, furniture or related services in its premises
- All of the above mentioned items will be provided by PWA, any other items needed must be provided by the consultant.

**8. Responsibilities of the Consultant**

- The Consultant shall carry out his duties in a timely, diligent and professional manner according to the present TOR. As mentioned above, the Consultant is requested to review the TOR in his proposal, but also during the inception phase to amend - if necessary - the tasks in order to come up with final deliverables fulfilling the intended purpose of the Project.
- 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, transportation, etc.

**9. Staffing Requirements**

The Consultant’s team shall comprise at least the experts presented in Table below.

The Consultant shall provide adequate, qualified and experienced staff for the good and timely execution of the study he has been assigned to. All such staff has to be approved by the Client and it is the right of the Client to withdraw at any time any approval for such staff if they are found to be unsuitable or otherwise not desirable, in which case the person or persons in question shall be replaced by others approved by PWA.

In addition to key staff, any supporting staff and any logistical support shall be estimated by the Consultant and shall be included in the lump sum amount of the financial proposal.

Key Expert	Qualifications	Level of Effort
KE1	A 15 years of experience team leader who has led at least two similar assignments; one of them during the last 5 years. The team leader should hold at least a master’s degree or equivalent in the fields of Economics,	6

Team Leader Institutional Development and Management Expert (TL)	Public/Administrative Law, Management, Engineering, business administration, institutional building. The Team Leader has to show a deep experience in project management and strategic development of water service providers /water utilities and demonstrated knowledge about the current political economy environment in Palestine.	
KE2 Legal Expert (LE)	The legal expert should have 12 years of experience and has been involved in two similar assignments. The legal expert should hold at least a first university degree in law and has to show a deep experience in public institutional legal frameworks preferably related to the water sector. Arabic/English fluency is a must.	5
KE3 Management and Human Resource Expert (MHRE)	The Management and Human Resource Expert should have 10 years related fields of the assignments and public administration reforms during the last 7 years preferably in the water sector. He should hold MSc degree in Business Administration or HR relevant degree.	3
KE4 Financial Expert (FE)	The Financial Expert should have 10 years of experience and has conducted at least one similar Financial analysis including accounting system analysis related to basic services preferably in the water sector. He should hold an BSc degree in Accounting.	2
KE5 Water Expert (WE)	The Water Expert (water engineer) should have 10 years of experience and has been working in the field of water utilities operation and management. He should hold an BSc degree in water engineering or relevant filed	1

## 10. Qualification of the Firm

- **Specific Experience:** Evidence of Firm capability and relevant experience in the execution of Consultancy Assignment of a similar nature, including the nature and value of the relevant contracts, as well as works in hand and contractually committed. The evidence shall include successful experience in the execution of at least two (2) Consultancy Services of a similar nature and size and complexity during the last five (5) years.

- **General Experience:** Have been in business for at least the past 20 years in institutional development field.
- Availability of appropriate skills among staff and/or the ability to mobilize a diversified team of experts with appropriate knowledge and skills.

## **11. Time Frame of the Project**

- The Consultant shall commence his work after the signature of the Contract within the time period stipulated in the Contract. The Consultant shall carry out all tasks of the Project within an estimated total period of nine months from the date of Commencement of Services.
- The assignment is expected to start early November 2022 and to be completed by July 2023.

## **12. Contract type and payment schedule**

The contract is a lump-sum contract. Payments will be arranged according to the following:

- Payment 1: 25% of the contract amount will be paid upon the submission of outputs under task 1 acceptable to the client
- Payment 2: 12% of the contract amount will be paid upon the submission of the Inception Report and outputs under task 2 acceptable to the client
- Payment 3: 20% of the contract amount will be paid upon submission of outputs under task 3,4 acceptable to the client
- Payment 4: 23% of the contract amount will be paid upon submission of outputs under task 5, 6 acceptable to the client
- Payment 5: 20% of the contract amount will be paid upon submission of outputs under task 7,8 acceptable to the client