



ANNEX II: TERMS OF REFERENCE

Support the process to the Second Ministerial on Water - 25 - PRO580WEB-2025

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1. BACKGROUND INFORMATION

1.1. Partner country

N/A

1.2. Contracting authority

Union for the Mediterranean (UfM)

1.3. Relevant background

1.3.1. The UfM Ministerial Mandate on Water

The First UfM Ministerial Meeting on Water took place in Malta on 27th April 2017. It resulted in the approval of the Ministerial Declaration of the UfM Water Ministers on the UfM Water Agenda. The Declaration mandated the UfM Regional Platform on Water (then known as the Water Expert Group, which was created at the 2008 Water Ministerial Conference) to elaborate and implement the UfM Water Agenda, and an accompanying financial strategy, through a medium/long term work programme and biannual work plans. In the Declaration, Ministers agreed to reconvene, in principle, in two years to review progress on the development of the UfM Water Agenda.

In December 2018, the UfM's Senior Officials Meeting (SOM) endorsed the [UfM Water Agenda](#), comprised of its [UfM Policy Framework for Actions 2030](#) and a [UfM Financial Strategy for Water](#) developed by the UfM Regional Platform on Water. The UfM Water Agenda has a horizon to 2030, aligned to the Sustainable Development Goals, and focuses on four themes: Water Supply, Sanitation and Hygiene (WASH); Water-Energy-Food-Environment (WEFE) Nexus; Water-Employment-Migration (WEM); and Water and Climate Change Adaptation. Since January 2019, UfM member states have been responsible for the implementation of the UfM Water Agenda (including the UfM Financial Strategy for Water), with support from the UfM thematic task forces (working groups) on water, the UfM secretariat, and partners.

Achieving the water-related Sustainable Development Goals (SDGs) constitutes a major and evolving challenge for UfM member states. There has been progress in access to water supply, sanitation and hygiene, although the financial sustainability of WASH systems has not yet been achieved in many UfM member states. The water-energy-food-environment nexus has gained even more prominence, with the need for cross-sectoral work and solutions highlighted at the landmark UN 2023 Water Conference. The water-employment-migration nexus remains relevant, but has proven hard to tackle from a narrow water sector perspective. The water and climate nexus has become even more prominent, including the need to include climate mitigation in the water sector, as shown at COP-27 In Egypt and also at COP-28. In addition, the COVID pandemic showed the potential and need for digitalising the water sector.

In view of all of the above, at the last meeting of the UfM Regional Platform on Water ([14th Meeting of the UfM Regional Platform on Water \(RPWater-14\)](#)), UfM member states strongly supported the need for a new UfM Ministerial Meeting on Water to provide high-level political orientation to the work on water carried out around the Mediterranean.

During that meeting, a concept for a renewed Ministerial was discussed among member states and based on their comments a final concept note for a Second Ministerial Declaration was agreed



upon and presented during the Senior Officials of the UfM Meeting held in Barcelona on 26 September 2024. (The concept note will be shared upon awarding of the tender contract).

1.3.2. The ongoing preparations for the next Ministerial Meeting on Water

To kick start the preparation process, an [Ad-Hoc Meeting of the Drafting Group of the Ministerial Declaration on Water in the Mediterranean](#) was organised by the UfMS and took place in Malta on 6-7 February 2025. A first draft of the UfM Second Ministerial Declaration on Water was presented to the member states present in the meeting with the objective of gathering feedback on the topics proposed for the Ministerial Declaration.

The Ministerial Meeting on Water is set to take place during the first quarter of 2026 hosted by Italy as per the proposal made by the country and presented during the Ad-hoc Meeting of the Drafting Group of the Ministerial Declaration on Water of February 2025.

1.3.3. The UfM Financial Strategy for Water

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

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

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

The second phase of the Programme has strengthened regional information exchange and peer learning.

A key milestone has been the establishment of the **Annual Conference on Water Finance and Investment** as a prominent regional platform, with the **Union for the Mediterranean (UfM)** providing technical leadership for the entire event. Since 2023, the conference's partnership network has expanded beyond the **EU Delegation in Cairo** to include the **African Development Bank**, broadening its geographical scope to encompass the African continent. The intellectual output of the Annual Conference is the policy briefs produced post-Conference. See the series here:

<https://ufmsecretariat.org/publication-speech/water-wefe-nexus-finance-5/>

Additionally, in response to member states' requests at the **13th Meeting of the Regional Platform on Water**, the **UfM Working Group on Water Finance and Investment (WATFIN)**—formerly the **Water Finance Task Force**—has been re-launched, further enhancing regional information exchange and cooperation.

The third and fourth meetings of the UfM Working Group on Water Finance and Investment (WATFIN) to be held in 2025 will allow for further regional information exchanges and peer learning, building on the discussions held in WATFIN 1 and WATFIN 2 IN 2024. Moreover, this Working Group will have an important role to play in view of the Second Ministerial Meeting on Water (beginning 2026) that will approve the UfM Recommendation on Water Finance.

2. OBJECTIVES, ACTIVITIES AND OUTPUTS

2.1. Overall objective

The scope and focus of the assignment are to provide technical, strategic and facilitation support to carry out some key elements of the Work Programme of the UfM Water Dossier in 2025: enable the process towards the Ministerial Meeting on Water and its Ministerial Declaration, with ownership of the UfM Co-Presidency, member states, Secretariat, and stakeholders. This Technical Assistance will aim to:

- Enable the Ministerial Declaration on Water and the Ministerial Meeting, with ownership of the UfM Co-Presidency, member states, Secretariat, and stakeholders
- Enable the activities that pertain to the UfM Programme on Water Finance and Investment, as well as the Regional Platform on Water (RPWater) meeting(s)

2.2. Specific objective(s) and its associated tasks

The specific objectives of this contract are as follows:

MINISTERIAL MEETING:

- Support the UfM Secretariat in the run-up to the Second UfM Ministerial Meeting on Water by providing:
 - Reviewing Draft 1 of the agenda of the Ministerial Meeting and providing a second draft;
 - Reviewing Draft 2 of the Ministerial Declaration and providing a third draft incorporating comments provided up to June 2025;
 - Providing a final draft of the Ministerial Declaration
 - Coordination with UfM Co-Presidency
 - Other support might include coordination with the host country, Italy

RPWATER-15:

- Facilitate the 15th UfM Meeting of the Regional Platform on Water (RPWater-15) expected to take place in September 2025 (final date to be confirmed) by providing:
 - Draft and final agenda
 - Speaking points for DSG
 - Coordination with UfM Co-Presidency, and host country



- Presentation regarding the Ministerial Declaration
- Participation in the meeting
- Contribution to the Mediterranean Water Forum process
- Meeting summary

UfM PROGRAMME ON WATER FINANCE AND INVESTMENT:

- Facilitate the UfM Working Group on Water Finance (WATFIN), namely, WATFIN 3 (online) and WATFIN 4 (back-to-back with the 6th Annual Conference on Water Finance and Investment to be held in Cairo in the sidelines of Cairo Water Week 2025), by providing:
 - Draft and final agendas
 - Coordination with WATFIN Chair and WATFIN members
 - Presentation
 - Facilitation of the meeting
 - Meeting summary
- Facilitate the 6th Annual Conference on Water Finance and Investments to be held in Cairo in the sidelines of Cairo Water Week 2025 (12-16 October 2025) by providing:
 - Final agenda
 - Speaking points for SG or DSG
 - Coordination with partners
 - Identification of speakers
 - Coordination with speakers
 - Facilitation of the meeting
 - Policy Brief (main conclusions from the Conference)

2.3. Expected results to be achieved by the contractor

The Contractor shall produce:

1. An Inception Report describing a concise strategy and work plan on concrete steps
2. An interim report three months after the start of the contract on the status of advancement with an updated work plan, if necessary, for the next three months
3. A final report describing the support provided, plus annexes of the specific work carried out, including outcomes and achievements, problems encountered and recommendations for possible follow-ups.

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

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project

- Strong commitment and ownership of all relevant stakeholders within the UfM, including Co-Presidency and member states, to contribute to the run-up to the Second UfM Ministerial Meeting on Water.
- Continuous support and collaboration from UfM member states and partners to deliver the UfM Water Programme of Work.



3.2. Risks

- UfM member states do not sufficiently engage in the implementation of the UfM Water Programme of Work.
- Delays in recruiting the Contractor(s) could impact the project timeline.
- Limited engagement from UfM Co-Presidency could result in insufficient input or delayed timelines.

4. SCOPE OF THE WORK

4.1. Overall Objective:

The aim of this assignment is to provide technical, strategic, and facilitation support to key elements of the UfM Water Dossier Work Programme in 2025. The focus will be on enabling the process leading up to the Ministerial Meeting on Water and its Ministerial Declaration. This includes ensuring full ownership by the UfM Co-Presidency, member states, the Secretariat, and relevant stakeholders. The support will also involve activities related to the UfM Programme on Water Finance and Investment and the Regional Platform on Water (RPWater) meetings.

TASKS	Effort (days)	Schedule
WATFIN-3 (online) <ul style="list-style-type: none"> • Final agenda • Coordination with WATFIN Chair and WATFIN members • Note with proposals for implementing the priorities identified in WATFIN-2 • Presentation • Facilitation of the meeting • Meeting summary • Final Draft of the UfM Recommendations on Water Finance • Proposal for UfM Work Programme 	7	July 2025
Ministerial Meeting <ul style="list-style-type: none"> • Draft 2 of the Agenda for the Ministerial Meeting • Draft 3 of the Ministerial Declaration (incorporating comments provided up to June 2025) • Final Draft of the Ministerial Declaration (incorporating comments provided at RPWater-15) • Other support to UfM Secretariat including coordination with host country 	11	June-December 2025
RPWater-15 (Ankara) <ul style="list-style-type: none"> • Draft and final agenda • Speaking points for DSG • Coordination with co-Presidencies, Türkiye and Italy • Presentation regarding the Ministerial Declaration • Participation in the meeting • Contribution to Mediterranean Water Forum process 	7	August-September 2025



• Meeting summary		
ACWFI-6 (Cairo) <ul style="list-style-type: none">• Final agenda• Speaking points for SG or DSG• Coordination with partners• Identification of speakers• Coordination with speakers• Facilitation of the meeting• Policy Brief	20	August-October 2025
WATFIN-4 (hybrid, Cairo) <ul style="list-style-type: none">• Draft and final agenda• Coordination with WATFIN Chair and WATFIN members• Presentation• Facilitation of the meeting• Meeting summary	5	August-October 2025
Ad hoc requests from DSG	10	
Total	60	

4.2. Project management

4.2.1. Responsible body

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

All issues related to the technical elements in relation to this contract, mainly the specific activities as outlined in section 4 of these Terms of Reference, shall be taken by the project manager nominated by the contracting authority pursuant to special conditions of contract Article 2.1. The project manager will ensure these tasks in accordance with UfM internal rules and procedures.

5. LOGISTICS AND TIMING

5.1. Location

The Contractor will work from her/his home base. These Terms of Reference foresee up to 6 missions of the Contractor across the UfM region. The Contractor will hold on-line meetings with the Project Manager at least once every three weeks to ensure that the work progresses according to plan and address any difficulties encountered.

5.2. Start date and period of implementation

The expected start date is 15 June 2025 and the period of implementation of the contract will be until December 31, 2025. Please see Articles 19.1 and 19.2 of the special conditions for the actual start date and period of implementation.

6. REQUIREMENTS

6.1. Personnel

Note that civil servants and other staff of the public administration, of the partner country or of international/regional organisations based in the country, shall only be approved to work as experts

if well justified. The justification should be submitted with the tender and shall include information on the added value the expert will bring as well as proof that the expert is seconded or on personal leave.

The selection procedures used by the contractor to select the experts must be transparent, must guarantee the absence of professional conflicting interests and the absence of any discrimination based on former or current nationality, gender, place of residence, or any other ground. The findings of the selection panel must be recorded.

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

6.1.1. Key experts

The assignment should be carried out by **1** key expert with **60 working days**. The Contractor shall ensure that all services will be provided and where necessary supplementary support/expertise will be provided through back-stopping and will be included in the offer.

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

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

Number	Key Experts	Working days
1	Team Leader/Key Expert specialized in Water Economy and Financing, with a strong experience in the Mediterranean region as well as water issues at a global level	60

Key experts have a crucial role in implementing the contract. These terms of reference contain the minimum requirements for the key experts. The "Key Expert's profile" (Annex IV) shall be submitted by the tenderer for the following key experts:

Key expert 1: Water Economy and Financing

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

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

Qualifications and skills



- University degree in Water Economics, Water Financing or related subjects
- Good ability to work in teams
- A minimum of 20 years working experience
- Fluent in English
- Working knowledge of French or Arabic will be an advantage

General professional experience

- Experience with international development organisations
- Experience undertaking policy dialogue with governments and development partner organizations both on water resources management and water supply and sanitation, and encouraging participatory approaches to development planning, financing and sustainability
- At least 7 years of experience in the UfM region supporting regional cooperation processes in the water sector

Specific Professional Experience:

- Experience in organising, steering, and monitoring complex assignments involving public sector institutions in the water sector
- Proven track record in facilitating high-level consultations and platforms, particularly in multi-stakeholder settings
- Experience in conceptualising and facilitating multi-stakeholder dialogues around sustainable water financing and supporting international working groups
- Experience in developing analytical work on water financing issues

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

Guidance on expert time inputs:

- 1) Working days: performance of the contract (and therefore payment) is based solely on working days. The contractor will only be paid for days actually worked on the basis of the daily fee rate contained in the budget breakdown (Annex V). The time input for experts must be expressed in Full Time Equivalent (FTE). Tenderers must annex the 'Estimated number of working days' worksheet contained in the spread sheet for Annex V to their organisation and methodology (Annex III) to demonstrate the correspondence between the proposed methodology and the expert inputs.
- 2) The annual leave entitlement of the experts employed by a contractor is determined by their employment contract with the contractor and not by the service contract between the contracting authority and the contractor. However, the annual leave entitlement of experts must not exceed 60 calendar days per year. Moreover, the contracting authority can decide when experts take their annual leave since this is subject to approval by the project manager, who will assess any such request according to the needs of the project while the contract is in progress. A day of annual leave is not considered to be a working day. See Articles 21 and 22 of the general



conditions.

- 3) The fee rates for all experts must include: the remuneration paid to the experts, all the administrative costs of employing the relevant experts, such as equipment, relocation and repatriation expenses (including flights to and from the place of performance upon mobilisation and demobilisation as well as leave), accommodation, expatriation allowances, leave, medical insurance and other employment benefits given to the experts by the contractor. It shall also include any security arrangement except when this is exceptionally included under the incidental expenditure. Furthermore, the fees shall also include the margin, overheads, profit and support facilities.
- 4) The delivery mode of the expert's assignment is either on the place of performance or home based (see PRAG 2.5.5).

6.1.2. Non-key experts

For this present assignment, non-key experts are not requested.

6.1.3. Support staff & backstopping

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

6.2. Office accommodation

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

6.3. Facilities to be provided by the Contractor

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

6.4. Equipment

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

6.5. Incidental expenditure

The provision for incidental expenditure covers ancillary and exceptional eligible expenditure incurred under this contract. It cannot be used for costs that should be covered by the Contractor as part of its fee rates, as defined above. Its use is governed by the provisions in the General Conditions and the notes in Annex V to the Contract.

The provision for incidental expenditure, including the provision for expenditure verification, will not be taken into account in the comparison of the financial offers.



It covers travel costs and subsistence allowances for missions, outside the normal place of posting, as well as some registration fees for UfM related events undertaken as part of this contract. If applicable, indicate whether the provision includes costs for environmental measures, for example CO₂ offsetting.

The provision for incidental expenditure for this contract is **EUR 6,000.00**. This amount must be included unchanged in the budget breakdown.

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

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

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

Prior authorisation by the contracting authority for the use of the travel costs and other costs in the incidental expenditure is needed.

Expenditure verification

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

The provision for expenditure verification for this contract is **EUR 1,000.00**. This amount must be included unchanged in the budget breakdown.

This provision cannot be decreased but can be increased during execution of the contract.

7. REPORTS

7.1. Reporting Requirements

The Contractor will submit the following **reports in English** in addition to the **requested documents mentioned in point 7.2**.



7.2. Submission & Approval of Reports

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

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

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

Inception Report, based on the kick-off meeting between the expert and the contracting authority, prepare an inception report describing a concise strategy and work plan on concrete steps and activities to be carried out over the contracting period to serve the above-mentioned objectives.

Interim Report, a report on the status of progress, including an updated work plan for the next three months, if necessary

Final Report describing the support provided, plus annexes of the specific work carried out, including outcomes and achievements; problems encountered and recommendations for possible follow-ups.

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

To summarise, in addition to any documents, reports and deliverables specified under the duties and responsibilities of each key expert above, the contractor shall provide the following reports:

Name of report	Content	Time of submission
Inception report	Detailed work plan, methodology, and description of how the findings of the documentation review and analysis will be incorporated into the project.	2 weeks after signature
Interim report	Short description of progress against the achievement of the results, challenges encountered, and plans for the next period, accompanied by an invoice and the expenditure verification report.	No later than 3 months after the start of implementation



Draft final report	Short description of the achievement of the results. The final draft report should include a description of the outstanding tasks, problems encountered, and recommendations.	No later than 15 days before the end of the implementation period.
Final report	Short description of the achievement of the results. The final report should include a description of the problems encountered and recommendations; a final invoice and the financial report accompanied by the expenditure verification report.	Within 15 days of receiving comments on the draft final report from the project manager identified in the contract.

8. MONITORING AND EVALUATION

8.1. Definition of indicators

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

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