



## ANNEX II: TERMS OF REFERENCE

### Support development, implementation and monitoring of UfM Water Agenda - 27 - PRO592WEB-2025

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## 1. BACKGROUND INFORMATION

### 1.1. Beneficiary country

N/A

### 1.2. Contracting Authority

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

Palau de Pedralbes

c/ Pere Duran Farell, 11

08034 Barcelona, Spain

### 1.3. Relevant background

Created by the Euro-Mediterranean Heads of State and Government meeting in Paris on 13<sup>th</sup> July 2008, the UfM Secretariat is a multilateral partnership composed of 43 countries (27 EU Member States and 16 Southern and Eastern Mediterranean Countries) with the mandate of enhancing regional cooperation and integration between both shores of the Mediterranean Sea.

Its Secretariat (the Secretariat of the Union for the Mediterranean) is the first permanent structure dedicated to the intergovernmental Mediterranean partnership. The Secretariat is the platform to operationalize, and follow-up decisions taken at political level with a view to monitoring the progress in the implementation of Ministerial Declarations' commitments and promoting the initiatives, programs and projects intended to foster cooperation in the region.

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

### 1.4. Current state of affairs in the relevant sector

- Since 2008, the Union for the Mediterranean has provided a framework for enhancing regional cooperation, dialogue, and the implementation of projects and initiatives with tangible impact on the citizens of its member states, in order to address the three strategic objectives of the region: stability, human development, and integration. Promoting the integrated management of water resources management and ensuring access to water resources and affordable water services has been a key element of the UfM agenda since its inception.
- In April 2017, at their meeting in Malta, Ministers of the Union for the Mediterranean members in charge of Water and other Heads of Delegation called for a UfM Water Agenda to enhance regional cooperation towards sustainable and integrated water management in the UfM region and requested the development of a financial strategy designed to support its implementation. Under the leadership of the Hashemite Kingdom of Jordan and the European Commission, the overall guidance of the Water Expert Group (WEG) and with the support of the UfM Secretariat, UfM member states and UfM partners worked together to deliver on the Ministerial mandate.
- In December 2018, the UfM Senior Officials' Meeting officially endorsed the UfM Water Agenda, which comprises its [Policy Framework for Actions 2030](#) and a Financial Strategy for implementation. The [Financial Strategy for Water](#) promotes the financial sustainability of the Mediterranean water



sector in order to secure the social, economic and environmental benefits to be gained from the implementation of the UfM Water Agenda. Its main message is that UfM member states need to approach water financing in a strategic way and combine making the best use of existing financial resources with mobilising additional domestic and international financial resources. The Financial Strategy sets ten common strategic objectives and a menu of actions that individual countries are expected to prioritise and implement according to their individual circumstances, priorities, and capacities.

- The UfM is committed to supporting its member states to achieve the objectives of the UfM Water Agenda and its Financial Strategy, as a contribution to achieving the sustainable development goals, and in particular *Goals. 6: Ensure Water and Sanitation for All. It does so thorough regional and national projects and activities.*

UfM Member States have given their support to convening a Second Ministerial meeting on water in the Mediterranean at the 14<sup>th</sup> Regional Platform on Water (previously called Water Expert Group (WEG)) held on 6 June 2024 in Lisbon. At the Ad Hoc Meeting on the Drafting of the Ministerial Declaration held on 6-7 February 2025 in Malta a first draft of the Declaration on Water was discussed with Member States and consultations were held with regional stakeholders. In addition to the Declaration Ministers will be expected to endorse a Ministerial Package of documents namely: the Draft Strategy for the Water-Energy-Food-Ecosystem Nexus in the Mediterranean Source-to-Sea Continuum; the Recommendations of the UfM Recommendations on Water Finance; and the Strategic Framework for the Digitalisation of the Mediterranean Water Sector. At the Malta meeting Member States welcomed Italy's offer to host the 2<sup>nd</sup> UfM Ministerial of Meeting in Rome in 2026. Member States also welcomed Türkiye's offer to host the Regional Platform Water-15 in Ankara likely to be held in September 2025. Member States also agreed on the proposal for a new regional initiative aimed to establish a partnership platform to promote capacity building and mobilise financing on water.

The UfM has strategically targeted the youth engagement in the water sector by developing a specific [Water and Youth Engagement Strategy](#) 2023-2028 which aims to support youth through three main objectives including (1) Attracting prime talent into the water sector, (2) Strengthening policy skills, and 3) Building capacity toward careers and entrepreneurship in the water sector. To carry out the objectives, nine key programs have been identified and conceptualized.

The UfM has recently launched a series of collaborative efforts to promote the nexus Gender and WEFE nexus: last May 2024 the UfM, in partnership with the Centre for Arab Women for Training and Research (CAWTAR), Global Water Partnership-Mediterranean (GWP-Med), and PRIMA, co-hosted an online event to explore "Gender Dynamics and the WEFE Nexus" across the Mediterranean. This initiative marked a significant step forward in fostering gender equality through a business-centric model to sustainable resource management. This online event came after the side-event organised in the framework of the 5<sup>th</sup> Mediterranean Water Forum (Tunis, February 2024). The side-event specifically focused on the interplay of Gender with the Water-Energy-Food-Ecosystems (WEFE) Nexus framework, and was organised by the Union for the Mediterranean (UfM) Secretariat, the Spanish Agency for International Development Cooperation (AECID), the Global Water Partnership – Mediterranean (GWP-Med) and the Center of Arab Women for Training and Research (CAWTAR).



## **2. OBJECTIVE, PURPOSE & EXPECTED RESULTS**

### **2.1. Overall objective**

The overall objective of the present Terms of Reference (ToRs) is to support the Water and Environment Blue Economy (WEBE) Division of the Secretariat of the Union for the Mediterranean in development, implementation and monitoring of the UfM Water Agenda.

### **2.2. Specific Purpose**

The specific purpose of this assignment refers to the specific objectives as detailed here below:

- Support the Division in the preparation of the 2<sup>nd</sup> UfM Ministerial Meeting / Declaration and its main areas of focus including Water-Energy-Food-Ecosystem Nexus, Water Finance and Digitalisation of Water.
- Provide technical assistance to the development, implementation and monitoring of the UfM Water Agenda <https://ufmsecretariat.org/water-agenda/>. A specific focus will be devoted to youth and women empowerment at the intersection of water resources management and water-related jobs, in alignment with the principles outlined in the UfM Water and Youth Engagement Strategy 2023-2028. This includes promoting capacity-building initiatives, fostering inclusivity, and supporting innovative approaches to empower these groups within the water sector.

### **2.3. Expected outputs to be achieved by the contractor**

The service will be paid on the basis of the delivery of the specified output(s). Payments might be totally or partially withheld if the contractual result(s) have not been reached in conformity with the detailed terms of reference. Payment(s) is/are based on the approval of this/these deliverable(s). Partial payment has to be determined according to the partial implementation.

The contractor shall produce:

1. Inception report (detailed proposed methodology and work plan, including options to be assessed with the managing authority) as per table 7.1
2. Interim reports and related annexes, showing progress and achievements as per table under 7.1
3. Final report, with all relevant supporting annexes.

## **3. ASSUMPTIONS & RISKS**

### **3.1. Assumptions**

- The ability to identify and engage relevant partners/stakeholders, ensure an appropriate communication and circulation of information between partners/stakeholders, adopt an inclusive approach and use information appropriately; promote ownership;
- Water is prioritised at political and technical level in the Mediterranean region;
- Political and economic instability does not affect the technical dialogue around a subject vital to the countries of the region;
- Technical and financial resources of countries and stakeholders are pooled to support the successful achievement of the set objectives.

### **3.2. Risks**

- Ineffective coordination of the activities;
- Lack of responsiveness of partners;



- Political instability in the region; slow adjustment of activities and envisaged actions to changing priorities in beneficiary countries;
- Overall sanitary situation.

#### 4. SCOPE OF THE WORK

The Contractor is expected to provide technical assistance to the WEBE Division on the overall Regional Water Agenda of the UfM from June 2025 to December 2025 in line with the specific tasks listed.

##### 4.1. Tasks to be undertaken

The Contractor shall undertake the following tasks in support to the implementation of the UfM activities on water.

- Support for the preparation of the 2<sup>nd</sup> Ministerial on Water and related areas of focus including Water-Energy-Food-Ecosystem Nexus, Water Finance and Digitalisation of Water as agreed at the Ad Hoc Meeting of the Drafting of the Ministerial Declaration on Water on 6-7 February 2025 in Malta with a youth and gender perspective. The Contractor will be requested to attend the online (2) and physical meetings (1) between June and December 2025 including at the next Regional Platform (September 2025 in Ankara)
- To prepare a mapping exercise on the current and previous initiatives, programme and projects at regional and national level to be promoted under the UfM Water Agenda looking for synergies and multiplier effects.
- To draft the needed information papers or technical documents associated to the UfM Water Agenda as well as any other relevant actions associated to the UfM Water Agenda, including the periodic reporting on the implementation of the UfM Water Agenda namely water scarcity; water pollution, WASH and water related hazards in support of SCA Division's Disaster Risk Management (DRM) remit.
- Contributing to monitor the overall developments in the sectors of intervention and provide suggestions on technical matters in order to ensure alignment with the international, regional and the national agendas.
- Search and promote funding opportunities for UfM initiatives, programmes and projects and support the promoters with the technical requirements and criteria to be fulfilled in order to gain access to this sort of funding and/or institutional support, including application forms, proposal drafts and project assessment.
- Provide technical assistance to the Division to address Youth and Women in water-related matters with an attention to the intersection of water resources management and water-related jobs, in alignment with the principles outlined in the UfM Water Youth Strategy 2023 and the upcoming Youth Water Action Plan and in close coordination with Social and Civil Affairs Division and its remit on Gender and Youth mainstreaming. This will be operationalised through capacity-building initiatives, such as:
  - 2 Capacity Building sessions to train 60 women entrepreneurs working on Gender and WEFE nexus from the MENA Region with a view to boost their business development skills.
  - Consultation event with Youth on the Second Ministerial on Water.
  - Collaboration with the Community of Practices of WeFE4Med launched in 2024
- Support the visibility and dissemination of activities in the areas of intervention in collaboration with the UfM Communication Unit (editorials, web-news press article, infographics, etc.)



- Translations into English, French and Arabic of relevant documents (agendas, report, policy briefs)
- Assist the UfM Secretariat in ensuring cross sectorial coordination and in identifying synergies among themes, stakeholders and UfM Divisions
- Identification of key regional actors and initiatives on water-related Disaster Risk Management (DRM) (river pollution, flash floods, etc) in close collaboration with the Social and Civil affairs Division's remit as part of the UfM Action Plan on DRM 2030.

#### **4.2. Results to be achieved by the Consultant**

The expected results will be as follows:

- An updated state of play on the regional strategies and initiatives/project on the main pillars of the UfM Water Agenda
- Relevant inputs to the preparation of the 2<sup>nd</sup> Ministerial Meeting on Water and the Ministerial Declaration and its main areas of focus.
- Enhanced Capacities Among Youth and Women in the water sector thanks to capacity building initiatives
- Increased technical knowledge and practical skills in water resources management and water-related jobs of regional and national stakeholders
- Enhanced engagement by the UfM Secretariat in water-related DRM.
- Strengthened capacity within the UfM Water Programme to address water security challenges effectively as part of the Youth and Women Peace and Security Agendas.
- Organise and moderate 2 Capacity Building workshops (concept to be decided in consultation with the Secretariat) for about 60 women entrepreneur participants (online). To elaborate the concept note and agenda, identify the beneficiaries and potential keynote speakers, train the participating women entrepreneurs and write the report of the workshop.

#### **4.3. Geographical area to be covered**

All UfM member countries.

#### **4.4. Project management**

##### **4.4.1. Responsible body**

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

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

### **5. LOGISTICS AND TIMING**

#### **5.1. Location**

The services shall be carried at the premises of the UfM (Barcelona, Spain) or remotely as necessary, with one or two weekly appointments and working sessions at the UfM Secretariat, of which at least one in person.

Meetings will include 1) the usual project management meetings, namely inception, progress and final meetings, as well as 2) technical meetings associated to the 10 missions indicatively requested by the



managing authority. All travel and accommodation expenses related to the meetings mentioned in this section must be fully incorporated into the total quoted amount in the Contractor's financial proposal. No additional reimbursement for these costs will be provided beyond the total contract value.

Missions (conferences, public presentations, or workshops) may be foreseen during the contract period. The Contractor may be required to participate in each event as directed by the Contracting Authority. The date, location, and format (physical or virtual) of each event will be determined and communicated by the Contracting Authority.

## 5.2. Commencement date & Period of implementation of tasks

The intended commencement date of the contract is on the 2<sup>nd</sup> of June 2025, and its termination date is 31 December 2025.

## 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 able to provide input 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 on any potential interference or conflict of interest of the proposed expert in his/her function as expert and his/her present or previous functions working as civil servant. Moreover proof should be submitted that the expert is seconded or on personal leave.

#### 6.1.1. Experts

The selection procedures used by the contractor to select the experts who provide input to the contract 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 Organisation & Methodology must include a paragraph demonstrating that a gender sensitive experts' selection procedure has been applied<sup>1</sup>.

All experts must be independent and free from conflicts of interest in the responsibilities they take on.

The minimum requirements covered by the team of experts as a whole are detailed below:

Qualifications and skills:

- University degree (Bachelor's or higher) Economics for Sustainable Development, Water Economics, Environmental Economics, Engineering or related subject on Economics, Hydrology, Agriculture of related fields.
- Excellent level in English, both written and spoken, and in another UfM working language (French or Arabic).
- Excellent computer skills, particularly with Microsoft Office (Word, Excel, Outlook and PowerPoint)

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<sup>1</sup> Note that gender balance refers not only to numerical parity, but also to the level of employment and remuneration, roles and functions.





General Professional Experience:

- Minimum 10 years of relevant experience in policy analysis, capacity building and development of multi-partner, multi-country projects, preferably in the area of water and environment;
- Experience in working with government and other national institutions and counterparts, international NGOs, think tanks and other relevant stakeholders in a complex environment;

Specific Professional experience:

- At least 5 years of professional experience and sound knowledge of water-related issues (i.e. policy, finance, digitalization, WEFE nexus) in the Mediterranean region.
- Specific experience in water-related initiatives on youth and/or women would be an asset.
- Ability to work efficiently and effectively with different stakeholders in various locations and from multiple organizations
- Ability to integrate different experiences, methodologies and approaches from a diverse range of stakeholders, organizations and technical experts from multiple sectors

The Organisation and Methodology should demonstrate how the contract will comply with these requirements to accomplish the desired output(s). The Organisation and Methodology may include the name(s) and profile(s) of the respective expert(s). Compliance (yes/no answer) of the team (as a whole) with the requirements will be checked, but there will be no marks given to the experts.

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**6.1.2. Support facilities & backstopping**

The costs for support facilities, including backstopping, are included in the tenderer's financial offer.

**6.2. Office accommodation**

Office accommodation for each expert providing input to the contract is to be provided by the contracting authority.

**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. The Contractor will be provided with a working place at the UfMS premises when needed.

**6.4. Equipment**

Experts are expected to work at UfM premises and the UfM will take care of the material and equipment needed to fulfil the tasks.

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





## 6.5. Incidental expenditure

Not applicable for a global price contract.

## 7. REPORTS

### 7.1. Reporting requirements

The Contractor will submit the following reports in English and in electronic format. Following the comments received, the Contractor will send a revised version by e-mail, before formally submitting the final version.

The approved version of the final report shall be submitted in two copies in printing format in English. These final versions must be accompanied by the final invoice.

The Secretariat will provide their comments on the submitted Inception Reports and Progress Reports within 5 working days upon receipt.

The Secretariat will approve the Final Report within 15 days from its receipt.

The contractor shall provide the following reports (June to December 2025):

Name of report	Description	Timing (from contract signing)
Inception report	Methodology and work plan	2 weeks from contract start – June 2025
Half-year Progress Report	Mid-term Report with the status of the advancement of the agreed work plan	September 2025
Final report + Economic Report	<p>Final report, plus all annexes including the specific work carried out.</p> <p>The final project report will already include among its outputs a dedicated ready-to-print “summary of results” for consideration and possible follow up action by high-level policy makers, systematizing the qualitative/quantitative information, so as to allow their best interpretation.</p> <p>The final summary, to be agreed with the UfM Managing Authority, will be focused on:</p> <ol style="list-style-type: none"><li>1. results achieved with respect to the water policy dialogue for</li><li>2. the key conclusions/points</li><li>3. the recommendations summarised on ‘useful lessons learned’, with suggestions, or problems encountered during the implementation of the activities as well as indicating new potential partnerships, projects and funding opportunities to be further developed</li></ol> <p>Hand in Economic Report to the UfM</p>	At latest 2 weeks before contract ends – latest 14 December 2025



➤ **Content:**

It is essential that the expert maintains close dialogue with the WEBE Division.

➤ **Language:**

The working and reporting language, as well as all writing communication between the UfM Secretariat and the contractor will be in English.

**7.2. Submission and approval of reports**

The report referred to above must be submitted to the project manager identified in the contract. The project manager is responsible for approving the reports.