

Terms of reference (ToR) for the procurement of services below the EU threshold

CONFIDENTIAL

Establishment of The National Water Master Plan Unit (NWMP Unit) in The Ministry of Water and Irrigation (MWI) in Jordan	Project number/ cost centre: 22.2050.7-001.00 (G-012046-001)
	Tender number 10035828

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0. List of abbreviations

AVB	General Terms and Conditions of Contract for supplying services and work
BGR	German Federal Institute for Geosciences and Natural Resources
BMZ	German Federal Ministry for Economic Cooperation and Development
CV	Curriculum vitae
DB	Database
GIS	Geographic Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
JVA	Jordan Valley Authority
KfW	German Development Bank
MCM	Million Cubic Meters
MEL	Monitoring, Evaluation and Learning
MWI	Ministry of Water and Irrigation
NWMP(U)	National Water Master Plan (Unit)
SOP	Standard Operating Procedure
ToRs	Terms of reference
WAJ	Water Authority Jordan
WEFE	Water-Energy-Food-Ecosystems
WSG	GIZ Water Sector Governance project in Jordan

1. Context

The Jordanian water sector is supported by German Development Cooperation mainly through the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), German Federal Institute for Geosciences and Natural Resources (BGR) and German Development Bank (KfW). On behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and in cooperation with the water sector public institutions, GIZ is implementing the German Technical Cooperation Project Water Sector Governance in Jordan (WSG), from Jan ^{1st}, 2023 – Dec 31st, 2026.

The WSG project's objective aims at improving the principles of good governance in the Jordanian water sector to create an important prerequisite for the sustainable, effective and transparent management of the extremely scarce water resources. The principles of good governance as defined by the WSG project include administrative transparency, efficiency, participation, equity, accountability, and the rule of law. The WSG project supports the Jordanian water sector in implementing key reform measures in the area of regulation, resources and investment planning, private sector participation, bulk water management, human resources management, information technology and data security, WEFE Nexus, and climate action. The program comprises the following measures (among others):

1. The elaboration of the National Water Master Plan together with the Ministry of Water and Irrigation (MWI), incl. elaborations on the National Water Master Plan Unit (NWMPU).
2. the monitoring of key performance indicators of water utilities.
3. the establishment of a bulk water management unit and the development of a bulk water management and cost calculation IT-tool;
4. the implementation of the IT strategies in the water sector;
5. the improvement of the data security in accordance with the ISO 27001 certification and the standardization of the exchange of GIS data between the water sector institutions;
6. the fostering of the WEFE Nexus approach;
7. improved climate financing.

1.1 Background:

The activity related to the elaboration of the National Water Master Plan and the establishment of a respective NWMP Unit in the MWI, is based on a previous project activity covering the preparation of the Third National Water Master Plan (NWMP-3) in the GIZ Management of Water Resources (MWR) project, completed in December 2022. The NWMP-3 documents created by the MWR project (a Rapid Assessment, three Volumes (B, C, and D) with supporting studies, preliminary Capital Investment Plan) formed the basis for improved planning in the water sector. The improvement of using results from the NWMP is covered in the ongoing WSG project. Available publication of the NWMP-3 process took into consideration how much water will be available during the period 2020-2040, how demand will rise and how and from which sources water can be allocated. In the long term, desalinated water would be a major source for water supply and would have to compensate for declining groundwater and

surface water resources. Thus, infrastructure would change considerably. The NWMP-3 formed the basis for decisions related to this change.

Both surface and groundwater resources will lose (15%) of their potential by 2040, due to climate change. This means that the potential for groundwater exploitation will decline from (280 to around 240 MCM/yr), and the potential for surface water exploitation will decrease from around (400 MCM/yr to around 340 MCM/yr). Climate Change impacts must therefore be considered in the planning processes. Due to decades of over-abstraction and the little prospect that this will significantly change, exploitability of groundwater resources will drastically decrease between now and 2040. Large parts of the main exploited aquifers are projected to run dry and no longer be exploitable. Only (35%) of current production will be available, and in the northern parts only around (15%). Therefore, the way groundwater is currently used in Jordan for domestic water supply will drastically change. Major wellfields in the north (e.g. Wadi Al Arab, Aqeb) will either provide almost no water, be affected by water quality deterioration, or extraction will become too expensive (because water levels will be extremely deep) compared to other resources. The same is true for all the major wellfields along or near the desert highway (Siwaqa, Qatrana, Lajjun, Sultani, Hasa, and all wellfields in Maan).

In 2040, 811 MCM of water will be needed for municipal water supply. Resources available from groundwater and surface water will decrease to 280 MCM in 2040 (35%), which means that the supply gap will be around 531 MCM (65%). Based on the forecast done in 2020, up to 297 MCM could be provided through new projects. In this case, the supply gap would be only around 234 MCM (29%). However, implementation and timing of these projects depend on availability of related funding. A main long-term alternative is desalination of brackish and seawater.

All the above-mentioned information was produced and created using the available digital information within the water sector (MWI, WAJ, JVA, and the three water utilities). The data were collected and/or extracted from digital files (Office, GIS, DBs).

NWMP Digital Platform V.1.0: Developed under the previous GIZ Management of Water Resources project, this platform represents an initial step toward digitalizing NWMP-3 content. It provides a GIS-based system that presents results in a structured, automated, and user-friendly manner, enabling real-time analysis through direct links to updated data sources, along with tools for map visualization and generation of charts and tables to support planning and decision-making. Building on what has been achieved, a parallel process will be initiated to upgrade the platform to Version 2.0, with enhanced functionalities and expanded features.

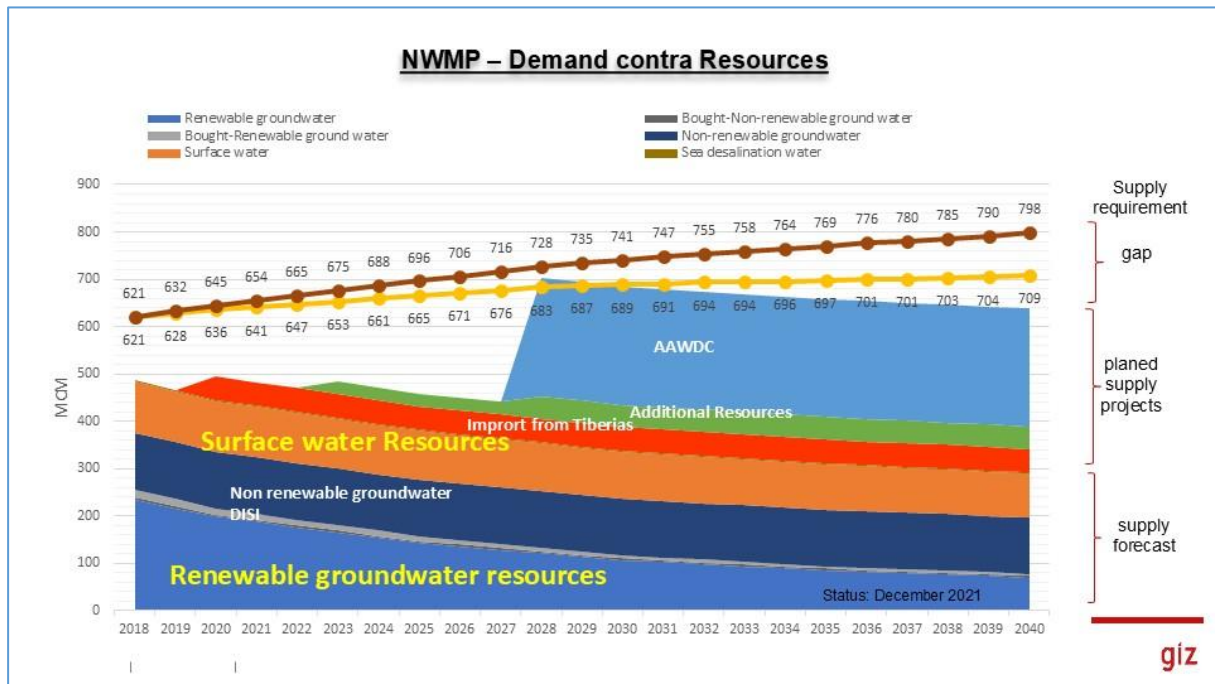


Figure 1: Forecast of Development of Water Resources Availability, Supply Requirement and Supply Gap 2018-2040 (BAU and NRW Reduction Scenario)

The Rapid Assessment of the Consequences of Declining Resources Availability and Exploitability for the Existing Water Supply Infrastructure summarized the current situation for municipal water supply. **(See Annex 1)**

The NWMP-3 process serves as a strategic framework for water management and development within the country. However, with evolving challenges such as demographic changes, natural population growth plus the refugee influxes, climate change, urbanization, and increasing water demands, it is crucial to have a dedicated NWMP unit within the Jordanian Ministry of Water and Irrigation that has the capacity and resources to review, revise, complement, and update data and publications associated with the master plan process systematically and periodically in a sustainable manner. This NWMP unit will ensure that the water sector is equipped with the most up-to-date and relevant information to continuously address emerging water-related issues effectively. The GIZ WSG programme supports the Jordanian water sector in establishing the NWMP Unit.

1.2 Objectives of the to be established NWMP unit:

The NWMP-3 process aims to address Jordan's pressing water challenges by creating and sharing knowledge; aligning strategies, policies, and digital solutions;; advancing Monitoring, Evaluation, and Learning (MEL) practices; and fostering inter-agency collaboration. This consultancy builds on the recommendations of a rapid assessment performed in late 2024, which conducted a comprehensive gap analysis to enhance organizational capacity across human resources, electronic systems, and strategic decision-making processes within the Ministry.

The NWMP Unit must have the capacity and resources to oversee scenario modelling, efficient communication, risk management, and data-driven decision-making to fulfil the plan's objectives.

The to be established NWMP Unit will be responsible for the following (among others):

1. Develop and implement a MEL system to monitor NWMP-3 performance, in term of the effectiveness and progress of the NWMP process in Jordan. It is tracking and assessing how well the objectives, activities, and outcomes of the NWMP-3 are being achieved over time. Provide ongoing training in MEL, technical writing, data visualization, and risk management.
2. Identify, assess, and mitigate risks using real-time data and scenario modelling to ensure water sustainability.
3. Develop and manage an executive program for updating, complementing, and implementing the NWMP, including regular reviews and revisions. Continuously develop new content for the NWMP process to complement existing policies, strategies, reports, and data sets.
4. Transition from hard-copy reports to an interactive NWMP Digital Platform 2.0 for managing NWMP-3 content. Incorporate historical data and reports into platform for streamlined access and utilization.
5. Maintain, update, and further develop the NWMP Digital Platform V.2 to support knowledge creation/management and improve decision making (living document approach). Thereby, harmonize existing digital instruments and approaches in the sector (e.g. data sets, tools, dashboards etc.) by ensuring their proper integration into the to be created NWMP Digital Platform V.2. Utilize AI and business intelligence tools for scenario analysis, forecasting, and decision support.
6. Establish data protocols to ensure accuracy, consistency, and availability across institutions and stakeholders.
7. Develop communication policies for stakeholder engagement, ensuring transparency and accountability.
8. Disseminate NWMP updates and findings to relevant stakeholders.
9. Develop and implement Standard Operating Procedures (SOPs) for NWMP Unit activities.
10. Standardize data analysis methods and reporting formats to ensure consistency and reliability.
11. Adhere to governance principles such as transparency, efficiency, equity, and accountability.
12. Support regulatory reforms to enhance resource management and infrastructure planning.
13. Ensure efficient and proper integration with existing information systems (WIS, SCADA, WEAP, etc.)

14. Coordinating efforts in areas such as water resource planning, risk management, regulatory frameworks, and foster an integrated approach to water governance with other departments/directorates (in and outside MWI) to facilitate cross-departmental and inter-agency collaboration within MWI and with relevant external stakeholders to ensure the alignment of water management strategies, data sharing, and policy development.
15. The Unit will support joint monitoring and evaluation, public engagement, and compliance with national and international standards to ensure transparency, efficiency, and sustainability in the implementation of the NWMP.
16. Submitting figures, planning scenarios, and public information for sharing internally and externally through standard reports and other sharing methods.
17. For Knowledge transfer about the water situation and future actions and supply solutions.

Based on above, a rapid assessment report on the NWMP Unit was conducted in late 2024 to clarify the current MWI's organizational structure and work processes in order to identify gaps, possibilities and entry points for the establishment of a National Water Master Plan Unit (NWMPU).

The rapid assessment ultimately contributed to the goal of establishing a NWMP Unit. **(See Annex 2)**

The establishment of an NWMP Unit has been officially authorized by the Secretary General of Ministry of Water and Irrigation by Email sent on 15.01.2025.

2. Tasks to be performed by the contractor

The contractor supports the Jordanian Ministry of Water and Irrigation (MWI) in the establishment of a National Water Master Plan (NWMP) Unit. In consequence, the **overall objective** of this assignment is to support the further development, institutionalization, and digitalization of the NWMP process through the establishment of a NWMP Unit within the MWI.

The overall objective of this assignment is to support the further development and institutionalization of the NWMP process through the establishment of a NWMP Unit and maintaining its digital platform within the MWI.

The contractor leads the implementation of the organizational, institutional, and operational set-up of the NWMP Unit – always in close collaboration and in agreement with the MWI (political lead), the MWI's focal point and the to be appointed technical implementation team as well as GIZ's Water Sector Governance project (contracting party).

2.1 Scope of work

The contractor is responsible for providing the following services:

Incorporating the responsibilities of the NWMP Unit within the MWI will ensure a cohesive and comprehensive approach to managing Jordan's water resources. The consultancy firm will

produce a set of deliverables (see below 2.2) and will be responsible to perform the below task to achieve as part of achieving the deliverables.

Tasks include:

A. Organizational Structure Development

- Conduct a thorough review of existing organizational structures, documents, and frameworks related to the NWMP process and the Ministry's strategic objectives. This includes, but is not limited to, the publications below:
 - National Water Strategy of Jordan
 - Sub-national water infrastructure master plans
 - NWMP Rapid Assessment (Hardcopy and Digital) (2022).
 - NWMP Volume on Water Resources (Conventional/Non-Conventional) (2022)
 - NWMP Volume on Water Demands, Uses, and Allocation Gaps (2022)
 - NWMP Volume on Planning and Decision-Support System Tools (WEAP) (2022)
 - A Report on Wastewater and Reuse (to be published Q2 2026)
 - Other relevant sector strategies on national and sub-national level
 - Capital Investment publications/platforms.
 - Jordan IT Roadmap
 - Jordan Digital Transformation Strategy
 - Organizational Structure of MWI
 - Rapid Assessment Report (The Work Plan for Establishing the National Water Master Plan Unit)
 - Other relevant publications on national and sub-national level
- Define the roles, responsibilities, and functions of each section within the NWMP Unit to ensure a cohesive approach to water resource management.
- Propose an organizational structure tailored to the NWMP Unit, including key sections, roles, responsibilities, hierarchies and projected financial resources needed to sustain and operationalize the unit so that MWI can plan it in their annual budget accordingly.
- Conduct interviews with relevant actors.

B. Internal Processes and Operational Guidelines

- Develop detailed annual implementation plan for NWMP Unit.
- Develop detailed operational guidelines and standard operating procedures (SOPs) for key NWMP Unit functions, including data management, and cross-departmental collaboration.

- Create a future foresight approach, to anticipate and prepare for potential challenges and opportunities in the water sector, enabling proactive decision-making and strategic planning to ensure sustainable water resource management in the long term.
- Create a risk management plan.
- Create a decision-making protocol that integrates MEL framework and risk management into operations and strategic planning, ensuring alignment with Ministry and national water resource objectives.
- Develop a communication policy, strategy, and plan that ensures effective communication and reporting within the Ministry and with external institutions and stakeholders.
- Conduct interviews with relevant actors.

C. Monitoring, Evaluation, and Learning (MEL) Framework

- Design and implement a MEL framework that supports real-time data collection, monitoring, and evaluation of NWMP-3 activities.
- Identify key performance indicators (KPIs) and data sources necessary for evaluating the effectiveness of the NWMP Unit and the NWMP-3.
- Conduct interviews with relevant actors.

D. Capacity Building and Knowledge Transfer

- Conduct a need assessment to identify areas for capacity building within the NWMP Unit, including technical, operational, and managerial skills.
- Develop and execute a training plan ensures that the staff involved in the NWMP Unit are equipped with the necessary skills to perform their tasks effectively. This could include training in data management and visualization, technical writing, critical thinking, scenario modelling, MEL practices and strategic planning, all of which are essential for the smooth operation of the NWMP process.
- Provide technical support and knowledge transfer to build sustainable expertise within the NWMP Unit and related departments.
- Conduct interviews with relevant actors.

E. Integration of NWMP Unit establishment and NWMP Digital Platform creation

- Develop and submit a comprehensive Coordination and Integration Report outlining the collaboration mechanisms between the contractor implementing this present ToR and a separate consultancy contract developing the NWMP Digital Platform 2.0 (A centralized, real-time data access and decision support system with key components such as Data Visualization and Dashboards, Reporting and Analytics, Real-Time Monitoring).

- Host and facilitate coordination meetings with NWMP Digital Platform consultancy service firm, under participation of MWI and GIZ.

2.2 Deliverables:

The contractor will be responsible for providing the following deliverables:

1. **Organizational Structure Report:** A comprehensive document detailing the proposed organizational structure of the NWMP Unit, which guarantees that the NWMP Unit will be established as a standalone entity as a section within the Policies and Strategic Planning Directorate (**First Scenario in the Assessment report Annex 2**), so the unit will grant a greater autonomy and a higher level of operational authority, with identifying roles, responsibilities, and reporting lines.
2. **Operational Guidelines:** A practical guide outlining SOPs for internal processes, decision-making protocols and critical thinking, risk management plan, technical writing methodology, and data flow including an annual implementation plan.
3. **Communication Policy Document:** Develop a communication policy, strategy, and plan operations, a detailed, actionable plan developed in partnership with MWI, covering all aspects of NWMP implementation.
4. **MEL Framework Document:** A MEL framework detailing KPIs, data collection methods, evaluation processes, accompanied by a MEL implementation plan.
5. **Capacity Building Plan and Training Materials:** A training plan with materials and resources for NWMP Unit staff, focusing on MEL, scenario modelling, data management, communication, technical writing, data visualization, critical thinking, and strategic planning with:
 - Stakeholder Consultation Workshops Report including workshop agendas, summaries, Stakeholder analysis and feedback on the NWMP process, proposed changes or actions based on stakeholder input, and record of decisions made during consultations.
 - Training Sessions and Capacity Building Reports including a training schedule outlining each session,
 - Training materials, resources, and evaluation reports on the effectiveness of each training module, attendance records, feedback surveys, and recommendations for further training sessions.
6. **Implementation of 5 trainings with MWI staff and 2 workshops**
7. **Coordination and Integration Report: Integration between NWMP Unit and NWMP Digital Platform consultancies/work packages:**
 - The report should include:
 - Regular Coordination Framework: A schedule and framework for periodic coordination meetings to ensure alignment of objectives, timelines, and deliverables.

- Integration Plan: Steps and technical requirements to ensure seamless integration between the NWMP Unit's organizational processes and the functionalities of the NMWP digital platform.
- Progress Synchronization: An outline of shared milestones and dependencies to synchronize progress between both consultancies.

8. Final Report and Recommendations: A final report summarizing findings, implementation status, and recommendations for future improvements to support the long-term sustainability of the NWMP unit.

Certain **milestones**, as laid out in the table below, are to be achieved during the contract term:

Milestones/process steps/partial services	Deadline/place/person responsible
Kick-off meeting (Initial meeting to align on project goals, scope, and expectations.)	One week after signing
Methodology submission (Submission of the proposed methodology, approach, and work plan for approval.)	One week after kick-off meeting
Organizational Structure Report (Comprehensive document detailing the NWMP Unit's organizational structure, roles, and responsibilities.)	Two weeks after methodology approval
Operational Guide (Practical guide outlining SOPs, decision-making protocols, risk management, and data flow processes.)	After 2 months
Communication Policy, Strategy, and Plan (Development of communication policies, strategies, and operational plans for internal and external communication.)	After 4 months
MEL Framework Document (A detailed MEL framework with KPIs, data collection methods, and evaluation processes.)	After 4 months
Capacity Building Plan and Training Materials organized and conducted training and workshops (Training plan with materials and resources, training, workshops for staff development in MEL, data management, and other critical areas.)	After 6 months
Integration of NWMP Unit establishment and NWMP Digital Platform (Coordination and Integration report with the Developed centralized IT system with real-time data access, dashboards, and decision support components.)	After 6 months
Progress Report (Regular updates on project progress, highlighting key accomplishments, challenges, and next steps.)	Monthly
Final Report and Recommendations (Final report summarizing findings, implementation status, and long-term recommendations for NWMP Unit sustainability.)	After 6 months

Period of assignment: September 1st, 2026 - August 31st, 2027.

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2). A steering committee to be defined in the kick-off meeting.

Following figure illustrate main relevant stakeholders.



Main relevant stakeholders

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail (1.6.1).

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule (1.6.2).

The tenderer is required to describe its backstopping concept (1.6.3). The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender in accordance with Section 3.1 of the GIZ AVB.

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between the tenderer and GIZ
- Assuming personnel responsibility for the contractor's experts
- Process-oriented steering for implementation of the commission
- Securing the administrative conclusion of the project

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project.
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts.
- Regular reporting in accordance with deadlines.

Qualifications of the team leader (International)

- Education/training (2.1.1): Bachelor's degree Engineering, Public Administration, or a related field.
- Language (2.1.2): Knowledge of English, C1-level in the Common European Framework of Reference for Languages
- General professional experience (2.1.3): 7 years of professional experience in managing large-scale projects in the public administration sector. .
- Specific professional experience (2.1.4): 5 years in organizational development, process re-engineering, public sector reform and stakeholder management.
- Leadership/management experience (2.1.5): 3 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 5 years of experience in projects in the following countries or territories within the Middle East and North Africa (MENA) region: Arab States of the Middle East and North Africa, including Jordan, Lebanon, Syria, Iraq, Palestine, Egypt, Gulf Cooperation Council countries, and North African countries.
- Development cooperation (DC) experience (2.1.7): 3 years of experience in DC projects

Expert 1- Institutional development and HR Expert

Tasks of Expert 1

- Activities related to institutional development and human resources needs in the context of Jordan's water management policies and strategies.
- Relevant activities within:
 - Organizational Structure Development
 - Internal Processes and Operational Guidelines
 - Capacity Building and Knowledge Transfer
 - Integration of NWMP Unit establishment and NWMP Digital Platform creation

Qualifications of expert 1

- Education/training (2.2.1): Bachelor's degree in Business Administration, engineering, or a related field (e.g., Public Policy, Development Studies).
- Language (2.2.2): Knowledge of English, C1 -level in the Common European Framework of Reference for Languages
- General professional experience (2.2.3): 7 years of experience in institutional development and human resources.
- Specific professional experience (2.2.4): 5 years in institutional development business process re-engineering and human resources needs in the context of public sectors.
- Regional experience (2.2.6): 3 years of experience in projects in the following countries or territories within the Middle East and North Africa (MENA) region: Arab States of the Middle East and North Africa, including Jordan, Lebanon, Syria, Iraq, Palestine, Egypt, Gulf Cooperation Council countries, and North African countries.

- Development Cooperation (DC) experience (2.2.7): 2 years of experience in DC projects

Expert 2 - MEL Expert

Tasks of Expert 2

- Activities related to developing indicators, data collection tools, and evaluation methodologies tailored to water resource management.
- Relevant activities within:
 - Organizational Structure Development
 - Internal Processes and Operational Guidelines
 - Monitoring, Evaluation, and Learning (MEL) Framework
 - Capacity Building and Knowledge Transfer
 - Integration of NWMP Unit establishment and NWMP Digital Platform creation

Qualifications of expert 2

- Education/training (2.3.1): Bachelor's degree in Monitoring, Evaluation, or a related field (e.g., Public Policy, Development Studies).
- Language (2.3.2): Knowledge of English, C1 -level in the Common European Framework of Reference for Languages
- General professional experience (2.3.3): 7 years of experience in designing, implementing, and evaluating MEL frameworks for public sector / development contexts.
- Specific professional experience (2.3.4): 5 years in implementing MEL frameworks, KPIs, Data flows, decision-support systems.
- Regional experience (2.3.6): 3 years of experience in projects in the following countries or territories within the Middle East and North Africa (MENA) region: Arab States of the Middle East and North Africa, including Lebanon, Syria, Iraq, Palestine, Egypt, Gulf Cooperation Council countries, and North African countries (50%) and particularly Jordan (50%).
- Development Cooperation (DC) experience (2.3.7): 2 years of experience in DC projects

Expert 3- Communication Expert

Tasks of Expert 3

- Activities related to media relations, stakeholder communication, and crisis communication, particularly in the context of water resource management.
- Relevant activities within:
 - Organizational Structure Development
 - Internal Processes and Operational Guidelines
 - Monitoring, Evaluation, and Learning (MEL) Framework
 - Capacity Building and Knowledge Transfer
 - Integration of NWMP Unit establishment and NWMP Digital Platform creation

Qualifications of expert 3

- Education/training (2.4.1): Bachelor's degree in Communications, Public Relations, Journalism, or a related field.
- Language (2.4.2): Knowledge of English, C1 -level in the Common European Framework of Reference for Languages
- General professional experience (2.4.3): 7 years of experience in developing communication strategies, policies, and plans for public sector or development projects
- Specific professional experience (2.4.4): 5 years expertise in:
 - media relations,
 - Stakeholder communication,
 - Crisis communication, particularly in countries suffering of water shortages. Familiarity with Jordan's water management policies and strategies is an asset,
 - Familiarity with digital communication tools,
 - Social media strategies, and public awareness campaigns.
 - Strong writing skills for drafting reports, press releases, and communication materials for diverse audiences (including government, local communities, and the general public).
- Regional experience (2.4.6): 3 years of experience in projects in the following countries or territories within the Middle East and North Africa (MENA) region: Arab States of the Middle East and North Africa, including Lebanon, Syria, Iraq, Palestine, Egypt, Gulf Cooperation Council countries, and North African countries (50%) and particularly Jordan (50%)..
- Development Cooperation (DC) experience (2.4.7): 2 years of experience in DC projects

Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

5. Costing requirements

Assignment of personnel and travel expenses

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the [German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2026 \(GERMAN ONLY\)](#)).

Accommodation allowances are reimbursed as detailed in the specification of inputs below.

With special justification, additional Accommodation costs up to a reasonable amount can be reimbursed against evidence.

All business travel must be agreed in advance by the officer responsible for the project

Sustainability aspects for travel

GIZ has undertaken an obligation to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO₂ emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The [Development and Climate Alliance \(German only\)](#) has published a [list of standards \(German only\)](#). GIZ recommends using the standards specified there.

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Team Lead	1	30	30	Up to 15 days in Amman-Jordan
Expert 1	1	60	60	Up to 60 days in Amman-Jordan
Expert 2	1	10	10	Up to 10 days in Amman-Jordan
Expert 3	1	30	30	Up to 15 days in Amman-Jordan
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in country of assignment				In Amman-Jordan Up to 15 for TL Up to 60 For Expert 1 Up to 10 For Expert 2 Up to 15 For Expert 3

Overnight allowance in country of assignment	Up to 4 in Aqaba for all experts Up to 100 for International experts in Amman			<p>Up to 1 Overnight In Aqaba for 4 experts</p> <p>Up to 100 for International experts in Amman</p> <p>Overnight stays abroad:</p> <p>Note: Under the BMF travel expense regulations, overnight allowances not exceeding 100% of the lump sum amounts can be submitted for reimbursement against evidence. Up to 75% of the maximum rates specified in the travel expense regulations can be submitted for reimbursement on a lump-sum basis.</p> <p>Please indicate in the price schedule whether your offer is on a lump-sum basis or against evidence.</p> <p>Overnight stays in Germany (deviation from the travel expense regulations):</p> <p>Note: Overnight allowances of up to EUR 130 can be submitted for reimbursement against evidence. Up to EUR 80 can be submitted for reimbursement on a lump-sum basis.</p> <p>Please indicate in the price schedule whether your offer is on a lump-sum basis or against evidence.</p>
Transport	Quantity	Number per expert	Total	Comments
International flights to Amman-Jordan	14			<p>Travel to the place of service delivery Amman-Jordan</p> <p>Up to 3 for TL</p> <p>Up to 6 for Expert 1</p> <p>Up to 2 for Expert 2</p>

				Up to 3 for Expert 3
CO₂ compensation for air travel	14	100 EUR	1400 EUR	A fixed budget of EUR 1.400 is earmarked for settling carbon offsets against evidence. (50 EUR one-way)
Travel expenses (train, car)				
• Car from and to Airports in Jordan	14			
• Car / train from and to Airports in country of origin	14			
Transportation	1			Travel within the country of assignment and Outside Amman only. (one car to Aqaba 0.3 EUR per Km (664 Km to Aqaba)
Other travel expenses	Up to 14			visa costs
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	10.000	10.000	A budget of EUR 10.000 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.

Workshops, events and trainings

The contractor implements the following workshops/study trips/training courses:

- Kickoff/Closing workshops, up to 30 participants
- Up to 5 training/capacity building sessions, Topics and number of participants to be defined based on the **Capacity Building Plan and Training Material deliverable**.

6. Inputs of GIZ or other actors

GIZ and/or other actors are expected to make the following available:

- Assigning a focal point from the counterpart side (MWI)

- Official letters and permissions for work facilitation (GIZ, MWI)
- Logistics for workshops: The contractor is not responsible for the logistical organisation of the workshops and therefore the costs do not need to be specified costs will be covered by the project.

7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English.

The complete tender must not exceed 20 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English. **(See Annex 3).**

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.

8. Outsourced processing of personal data

The provisions on data protection and information security of the current version of GIZ's General Terms and Conditions of Contract (section 1.10 Data protection) apply. When the GIZ hires a contractor to develop or upgrade a data processing system (platform, website, app etc.) on behalf of a local partner, who determines the purposes and means of the data processing activity, the GIZ does not bear ANY responsibility for such processing. Although the GIZ builds such systems in conformity with the highest data protection standards however, its responsibilities end with the handing over of the systems to the partner. As a data controller, the partner must ALONE comply with all local and regional laws applicable to such processing (including the GDPR, where applicable). Consequently, the data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject should be paid due attention. We equally recommend the partner to conclude data protection agreements with the hosting service provider(s) and the maintenance service provider(s), where applicable. The GIZ would be available to support the partner whenever need arises. **(See Annex 4)**

9. Annexes

- Annex 1 – Rapid Assessment of the Consequences of Declining Resources Availability and Exploitability for the Existing Water Supply Infrastructure
- Annex 2 – Assessment Report (Work Plan for Establishing the National Water Master Plan Unit (NWMPU))
- Annex 3 – CV Template
- Annex 4 – Non-Disclosure Agreement (NDA)