



## **Fact-finding and Data Quality Assurance in CMWU/Gaza Mission Report**

June 2015

Final version

v.3

*Verify and update  
CMWU Performance  
Indicator data sheet  
for the year 2013.*

## Acronyms

BoD	Board of Directors
CCISS	Comprehensive Customer Information and Service System
CMMS	Computerized maintenance management system
CMWU	Coastal Municipalities Water Utility
GIS	Geographic Information System
GIZ	Gesellschaft für Internationale Zusammenarbeit
HQ	Head Quarters
HR	Human Resources
IT	Information Technology
KfW	Kreditanstalt fuer Wiederaufbau (German Bank for Development)
KPI	Key Performance Indicators
M &E	Monitoring and Evaluation
MoLG	Ministry of Local Government
MoU	Memorandum of Understanding
NRW	Non-Revenue Water
O&M	Operation and Maintenance
P.W.A	Palestinian Water Authority
PCBS	Palestinian Center Bureau of Statistics
PI	Performance Indicator
PIU	Project Implementation Unit
RC	Residual Chlorine
ToR	Terms of Reference
WASH	Water Sanitation and Hygiene
WHO	World Health Organization
WSRC	Water Sector Regulatory Council

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## Executive Summary

The following report is addressing three issues:

- Fact finding about the institutional situation of the Coastal Municipalities Water Utility (CMWU) in Gaza Strip.
- Reviewing, verifying and producing an updated Performance Indicator's datasheet-report for the year 2013.
- Recommendations

### 1) Institutional situation of the CMWU.

The CMWU in Gaza strip works on two levels of water and wastewater service provision:

- A) **Indirect provision** of the services , i.e. services delivered to other water and wastewater service providers ( municipalities in Gaza Strip) , and act more like Projects Implementation Unit (PIU) and a liaison entity between funding agencies and beneficiary entities ( Municipalities) in Gaza Strip. Also, in this level, partial bill printing and collection services, emergency response and chlorination services are provided to municipalities.
- B) **Direct provision** of water and waste water services to customers within CMWU management area (Rafah municipality area). In this level, CMWU deals directly with the customers and is responsible for the entire service provision cycle.

The CMWU is considered a Joint service council and it was legally established by a decree issued by the Minister of local government on 30/10/2000. The Ministry of Local Government is the ultimate regulator –superior of CMWU. The CMWU was found on the ground in 2005. Also CMWU can be dissolved by voting of two thirds of the members of the General Assembly.

- a. All the 25 municipalities are members in the General Assembly of the CMWU.
- b. Only Rafah municipality has fully joined and transferred their assets, staff, operations, and water and wastewater revenues to CMWU.
- c. The municipalities of Khan Younis, Rafah, Nusairat, Bani Suhaila, Beit Lahya, and Deir Al Balah are represented in the current Board of Directors (BoD) of the CMWU; in addition to the Head of Board of Directors (Mayor of Gaza city municipality)<sup>1</sup> and undersecretary of the Ministry of Local Government (MoLG) in Gaza Strip. Municipality of Jabalia Al Nazlh is granted a permanent membership in the BoD as the center of Northern Gaza Governorate, nevertheless , Jabalia Al Nazlh municipality refrains from joining the CMWU or sitting in the BoD.
- d. The current Head of Board of Directors for CMWU does not have any control on Gaza city municipality.
- e. The legal property of the assets transferred, managed or installed by CMWU in different municipal areas is not clear.
- f. Municipalities consider CMWU either as a facilitator of donations and projects or as a collection agency.

<sup>1</sup> Current Head of Board of directors –Dr. Majed Abu Ramadan is the Mayor of Gaza city appointed by the president prior to the events in Gaza in 2007 leading to Hamas taking control and appointing a new mayor.

- g. CMWU has neither access nor control on financial records of 24 municipalities in relation to water and wastewater activities, costs, revenues, staff salaries & benefits.
- h. CMWU has full control on financial aspects of Rafah regional area office and CMWU head offices.
- i. CMWU depends on donors to cover most of its administrative and operation costs.
- j. CMWU is suffering from continuous cash – liquidity problem due to insufficient revenues and municipalities not paying their share in the cost of services provided by CMWU. CMWU decided to invoice each of the 25 municipalities with 10% of the cost of O&M works carried out by CMWU in respective municipalities
- k. CMWU has a bank account with 25 sub-accounts, but only 14 subaccounts are active (including Rafah municipality sub-account). These sub – accounts are used to transfer all amounts of money collected on behalf the 13 municipalities benefitting from billing & collection services provided by CMWU ( money collected in Rafah sub-account stays at CMWU account) .CMWU do not control or use any of collected amounts .
- l. Municipalities will not fully join CMWU without solving their cash - liquidity problems.
- m. Municipalities acknowledge that the water and wastewater services are not feasible and they are losing money at the end of the day.
- n. There is a high level of confusion and uncertainty about CMWU and its exact role amongst municipal officials and population.
- o. Gaza City Municipality has officially decided not to join CMWU in the near future because of Institutional and level of service concerns.
- p. Municipalities believe that funds and projects passing through or implemented by CMWU are rights for the municipalities and they should receive their share / rights regardless their status with the CMWU and that political conditions are dictating a by-pass through CMWU.

## 2) Verified PI datasheet

The consultant reviewed the PI data sheet that was provided by CMWU prior to the mission and found out that the main reasons for the inaccuracy in that datasheet were due to the way data was accumulated and entered to the MS Excel module, misunderstanding of data required and incomplete data from CMWU and municipalities.

The consultant carried out a complete task of re-production of PI datasheet-report for the year 2013. The end result was, producing seven (7) PI datasheets - reports, one for CMWU- Rafah region and the other six, are for the municipalities represented in the board of directors of the CMWU including municipality of Jabalia Al Nazlh which is the center of the Northern Gaza Governorate and refraining from joining – sitting in the BoD of the CMWU. 23 municipalities in addition to CMWU have voluntarily provided their data to the Consultant with full support from CMWU staff.

The Consultant has some comments and concerns on the data collected during the mission that can be summarized as follows:

- a) CMWU has certain, complete and reliable data from Rafah municipality service area only.

- b) CMWU has certain, complete and reliable partial data concerning services provided by CMWU to other municipalities.
- c) CMWU has separate cost centers for Rafah regional office, CMWU HQ and the Desalination plant located in Dair al Balah area.
- d) Main data missing at all levels was for Gaza city municipality ( $\approx 40\%$  of sector weight).
- e) Data of 2013 for municipalities other than Rafah, was neither complete (partial data) nor available at CMWU. Data was requested from municipalities for the purposes of the mission.
- f) The least data available at CMWU about Gaza strip municipalities was the financial, administrative costs and collection figures<sup>2</sup>. (See specific comments in sections 4.5 & 5.1).
- g) The Consultant was not able to check all evidences of data sources from municipalities for lack of legal mandate and limitation of time of the mission.
- h) The Consultant still believes that the technical, billing, collection and salaries data directly collected from municipalities or generated by CMWU ( O& M), are acceptable with a degree of uncertainty on both **data accuracy which is** low uncertainty (5- 20% error) and **Reliability of data sources which is** “medium reliability”.
- i) The financial data -other than what is mentioned above- and O&M data generated by the 6 municipalities are not representing the accurate and real financial situation of the municipalities as some main items were missing or not complete ( see specific comments in sections 4.5 & 5.1), hence can be misleading.
- j) The data collected reflect the “**existing situation**” of service provision rather than the “**accurate situation**”.

The provision of data was conditioned from Gaza municipality officials by receiving a clarifications letter from the Chairman of Board of Directors (BoD) of the WSRC, which was done. Unfortunately Gaza City Municipality has failed to provide required data, hence; Gaza city municipality was excluded from the PI datasheet – report.

PI datasheets- reports are attached to this report in an electronic version; each has some specific notes that should be read with it. The main PI values are as follows:

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<sup>2</sup> Except for Rafah municipality area.

Indicator No. (Data sheet)	Indicator	Unit	CMWU-Rafah	Jabalía Al Nazlh	Beit Lahya	Nusairat	Dair al Balah	Khan Younis	Bani Suhaila
1	Average daily per capita water consumption at domestic level	l/c/d	76.95	94.5	104.50	99.35	107.81	69.77	81.25
2	Non-Revenue Water by volume	%	33.30	45.82	54.74	33.67	38.9	44.58	54.65
3	Non-revenue water in (m3) per km in the network per year	m <sup>3</sup>	9822.62	30955.67	31120.4	15115.64	13578.63	15894.11	17120.49
4	Non-revenue water per connection per day	l/c/d	440.65	1276.62	1522.29	528.65	693.83	727.07	788.68
6	Average selling price per m3 of water	NIS	1.60	1.52	1.35	2.16	2.06	1.46	3.10
7	Operating costs per m3 of water sold	NIS	1.80	1.03	1.09	1.81	1.10	1.9	2.50
8	Collection efficiency	%	38.91	40.13	62.28	31.03	25.55	76.75	45.06
12	Operating Costs per m3 of Wastewater	NIS	0.75	0.61	0.36	0.27	0.51	0.65	0.44
13	Average cost per employee/ month-water service	NIS	2448	3515	2946	2617	3696	3175	1549
14	Water samples (taken from network including mains) containing free chlorine residual (RC)	%	99.62	100	100	99.65	99.44	99.81	100

Table (1)

### 3) Recommendations

The Consultant has produced two sets of recommendations:

- **Performance Indicator's improvement recommendations**

The recommendations under this section address the missing data that have direct effect on the level of water & wastewater service or prevented a specific PI to be shown on the performance indicator's sheet-report. The recommendations were mainly related to absence of complete and proper financial information which resulted in misleading financial indicators, mainly the working ratio, liquidity ratio and cash ratio. Also microbiological & Nitrate sampling- tests from distribution networks and mains (CMWU carries out sampling – tests from sources only) were not available, absence of proper customer categorization in CMWU & Municipal databases, as all customers were treated as domestic customers and absence of proper customer complaints- tracking records.

- **General recommendations & Future Actions:**

The recommendations under this section are for WSRC, GIZ, P.W.A and other stakeholders who have an interest in the PI annual report

The Water Sector Regulatory Council (WSRC) should start considering plans and measures to strengthen its presence in Gaza Strip and execute the regulatory mandate granted by law.

The main recommendations are:

- a. Only publish PI-data sheet report of CMWU-Rafah for the year 2013. CMWU-Rafah data represent service provision status with an acceptable level of accuracy. Also, working, liquidity and cash ratios for the reported 6 municipalities are not accurate and are misleading to decision makers and other concerned entities.
- b. The Performance Indicator's report for the coming years to include 8 service providers in Gaza Strip as separate entities - reports. The center of each of the 5 governorates and the 3 municipalities holding the non-permanent membership in the Board of Directors of the CMWU, to be reported individually. The data from the rest of municipalities will still be collected and verified:
  - 1) Municipality of Jabalia Al Nazh<sup>3</sup>.
  - 2) Municipality Gaza city<sup>4</sup>
  - 3) Municipality of Dair al Balah
  - 4) Municipality of Khan Younis.
  - 5) CMWU- Rafah
  - 6) Municipality of Beit Lahya. (non- permanent)
  - 7) Municipality of Nusairat. (non- permanent)
  - 8) Municipality of Bani Suhaila. (non- permanent)

The data from the rest of municipalities will still be collected and verified.
- c. Conduct a training session for concerned staff in 25 municipalities on using the PI data sheet.
- d. Conduct a training session for concerned municipal staff on existing Palestinian & WHO Standards of water quality and sampling.
- e. Carry out a detailed study and create financial model & alternatives for cash flow /liquidity problem at municipalities considering joining CMWU.
- f. There should be an office for the Water Sector Regulatory Council (WSRC) in Gaza strip.
- g. A Public Relation – awareness plan should be activated to introduce the Water Sector Regulatory Council (WSRC) to the stakeholders of water sector in Gaza strip.
- h. Carry out an in- depth discussions with major municipalities in Gaza Strip to explore ways for them to fully join CMWU.

• **Mission's outcomes:**

1. One of the main outcomes for this mission was a general awareness and acceptance at CMWU and staff, that there are new trends in the water sector and its regulators to improve the level of services provided to customers by starting with improving the quantity and quality of available data.

<sup>3</sup> According to CMWU by-law should hold a permanent seat in BoD, but Jabalia are refraining from joining or sitting in the BoD of the CMWU). Jabalia Al Nazh municipality has provided their data for the purposes of this report.

<sup>4</sup> Theoretically represented in the BoD by the head of the board but has no authority on current municipality management. Practically, current municipality management are refraining from joining CMWU and refrained from sharing data for this PI – datasheet report.

2. CMWU and municipalities realized that the annual PI –datasheet report is a continuous process and not a one-time report. At least CMWU started to take tangible measures towards creating a reliable management information system.
3. Another outcome was that municipal officials in Gaza strip realized that the WRSC is a professional body concerned with the level of services provided to the population of Gaza Strip regardless the political colours pigmenting the service providers.

The CMWU has received a copy from the first draft of this report on June 15<sup>th</sup> 2015; The consultant received verbal and written comments on 25<sup>th</sup> & 28<sup>th</sup> June 2015 respectively. Comments of CMWU were incorporated in the final version of this report.

## 1. Introduction

This report responds to the objectives and scope of work stipulated in the Terms of Reference (ToR) for the “**Fact-finding and Data Quality Assurance in CMWU/Gaza**” mission (Appendix no. (1)).

There are special operational, political, financial and legal circumstances affecting the water sector in Gaza strip and consequently having their effect on the CMWU and its operations. There are also, confusion and misconception to the exact role, size and limitations of the Coastal Municipalities Water Utility (CMWU).

The first part of the Consultant's mission is to describe the situation of CMWU in Gaza strip from different angles in order to provide a clear idea about CMWU, role and services provided to the water and wastewater sector in Gaza strip.

The second part of the mission is to verify, update and comment on the Performance Indicator's data sheet and values of level of service for the year 2013.

The data sheet of the year 2013 that was provided by CMWU to PWA and WSRC has showed different levels of incoherence and incompleteness that consequently displayed illogical and misleading readings for the performance indicators of Gaza Strip.

### 1.1 Methodology

#### 1.1.1 First Part of the mission: Fact Finding – Assessment of CMWU situation

The consultant followed an integrated fact finding methodology with the data verification – quality assurance process. The way data is explained, collected and tabulated showed a lot about the Institutional and operational situation of CMWU and how it's looked at by other stakeholders.

The consultant also involved CMWU officials in describing the utility s' situation, it's different points of strength and weakness in administrative, financial, technical, human resources, customer service and public relations.

Involving CMWU officials in describing the utility's situation and their suggestions on the different aspects mentioned above provided a high sense of comfort and higher level of cooperation with the consultant.

#### 1.1.2 Second part of the mission: Data quality assurance - verification

The Consultant's methodology was based on examining the datasheet of 2013 in stages and blocks.

The consultant derived recommendations by commenting and studying the data sources and fields in the Performance Indicator's MS Excel module.

**First stage** is related to the data sources within CMWU and trying to find out how the datasheet was understood by concerned CMWU staff.

The Performance Indicator's MS Excel module and datasheet is already categorized into homogeneous data blocks, this is utilized to distinguish the data sources of different divisions within the CMWU.

**Second stage** is related to the missing or incomplete data that is related to municipalities that are partially or not integrated within the CMWU.

**Third Stage** is to produce coherent Performance Indicators data sheet for seven main service providers in Gaza Strip:

- A) CMWU- Rafah municipality area
- B) Six municipalities represented in the board of directors of the CMWU including municipality of Jabalia Al Nazlh which is the centre of the Northern Gaza Governorate and refraining from joining – sitting in the BoD of the CMWU.

23 Municipalities and the CMWU have accepted to provide their data to the Consultant.

The justification behind this categorization is mainly related to the fact that only in Rafah municipal area where CMWU has full and direct control over service provision. Also, the other six municipalities are members of board (MoB) of the CMWU or center of governorate (Jabalia). They represent the majority of the customers in Gaza strip and are more likely to fully join CMWU in the near future.

More justifications for this categorization is provided in the context of this report and mainly in the section titled “**Assessment of CMWU Institutional situation**”.

## 1.2 Approach

The Consultant followed a participatory approach to assess the CMWU situation (first part of the mission), where a special template was submitted to CMWU officials to express their understanding to CMWU situation and their vision for future development and support to enable WSRC to better regulate the sector in Gaza strip, enable CMWU to improve the level of service, and eventually elevate the level of water and wastewater services to the population of Gaza Strip.

The same approach was followed with other stakeholders, but by direct interviews to assess the situation of the CMWU from their prospective and suggestions to reach one central utility in Gaza Strip.

For data review and verification, the consultant held inception meetings with Director General of the CMWU, Deputies, heads of departments and concerned staff.

Explaining the Consultant's mission to the staff of P.W.A, CMWU and municipalities was a key factor for the success of the mission. The Consultant has explained to the stakeholders the scope of the mission, importance of the PI annual report that should be published by the WSRC, opportunities for CMWU and stakeholders and importance of the report on the national level.

The Consultant made it clear to the stakeholders that the mission in hand is not an “Inspection” aiming to criticize individuals or entities , but to review, update ,make coherent and to correct errors in data collection, categorization and entry.

The Consultant agreed on certain procedures with the CMWU, where CMWU has assigned a focal person (Eng. Yasmine Basheer), to facilitate access and obtaining

information in order to review and verify the data for the year 2013 that was submitted to the P.W.A-WSRC earlier.

The Consultant paid visits to different municipalities with the support of CMWU key staff. List of official individuals met is found in [Appendix \(1\)](#).

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## 2. Fact – Finding about CMWU Institutional situation

There has been so much confusion and misconception about CMWU's situation in Gaza strip, its role and level of authority it has over the different water departments (service providers) in Gaza Strip.

CMWU's situation has to be understood within the general context of the situation in Gaza Strip and within the prevailing legal, political, economic and social conditions.

Political polarization and sensitivities has influenced the decision making process within municipalities, which also obliged CMWU to walk on a very thin line trying to create a balance between service requirements and political constrains.

Since its establishment in 2005, CMWU has managed wide scope of services that were delivered to the population of Gaza strip regardless the Institutional situation of the municipalities and whether they are joining the CMWU or not.

Since 2005, CMWU was forced to work under exceptional conditions of war, warlike, force majeure, civil riots, natural disasters, continuous closure of borders and limitations of movement of individuals, material and equipment inside and outside Gaza strip (Israeli incursions, security instability during 2005, attacks on Gaza on 2006, civil riot on 2007, 2008-2009 war, 2012 war and the 2014 war).

CMWU and the Project Management Unit of PWA were the only officially recognized entities working in the water and wastewater sector in Gaza strip since 2007, and were the channel that the international community was able through it to support the sector and prevent total collapse of water and wastewater services by financing infrastructure projects, Operation and Maintenance (O&M), other expenses and supply materials, development projects, emergency responds..etc.

The above has caused CMWU to act on two levels of service provision,

- A) Direct provision** of water and waste water services to customers within CMWU management area (Rafah municipality area). In this level, CMWU deals face to face with customers and is responsible for the entire service provision cycle.
- B) Indirect provision** of the services , i.e. services delivered to other water and wastewater service providers ( municipalities in Gaza Strip) , and act more like Projects Implementation Unit (PIU) and a liaison entity between funding agencies and beneficiary entities ( Municipalities) in Gaza strip. Also, in this level, partial bill printing and collection services, the emergency responds and chlorination services are provided to municipalities.

Gaza strip has 25 municipalities distributed over 5 governorates. Each municipality has its own water and wastewater network, water department and billing & collection system.

**The above setup still exists and is running the water and wastewater services in Gaza strip.**

CMWU's situation is going to be described in two levels, the first level is the service coverage-provision to municipalities and public and, the second level is the Institutional, administrative and financial situation of CMWU in relation to other municipalities.

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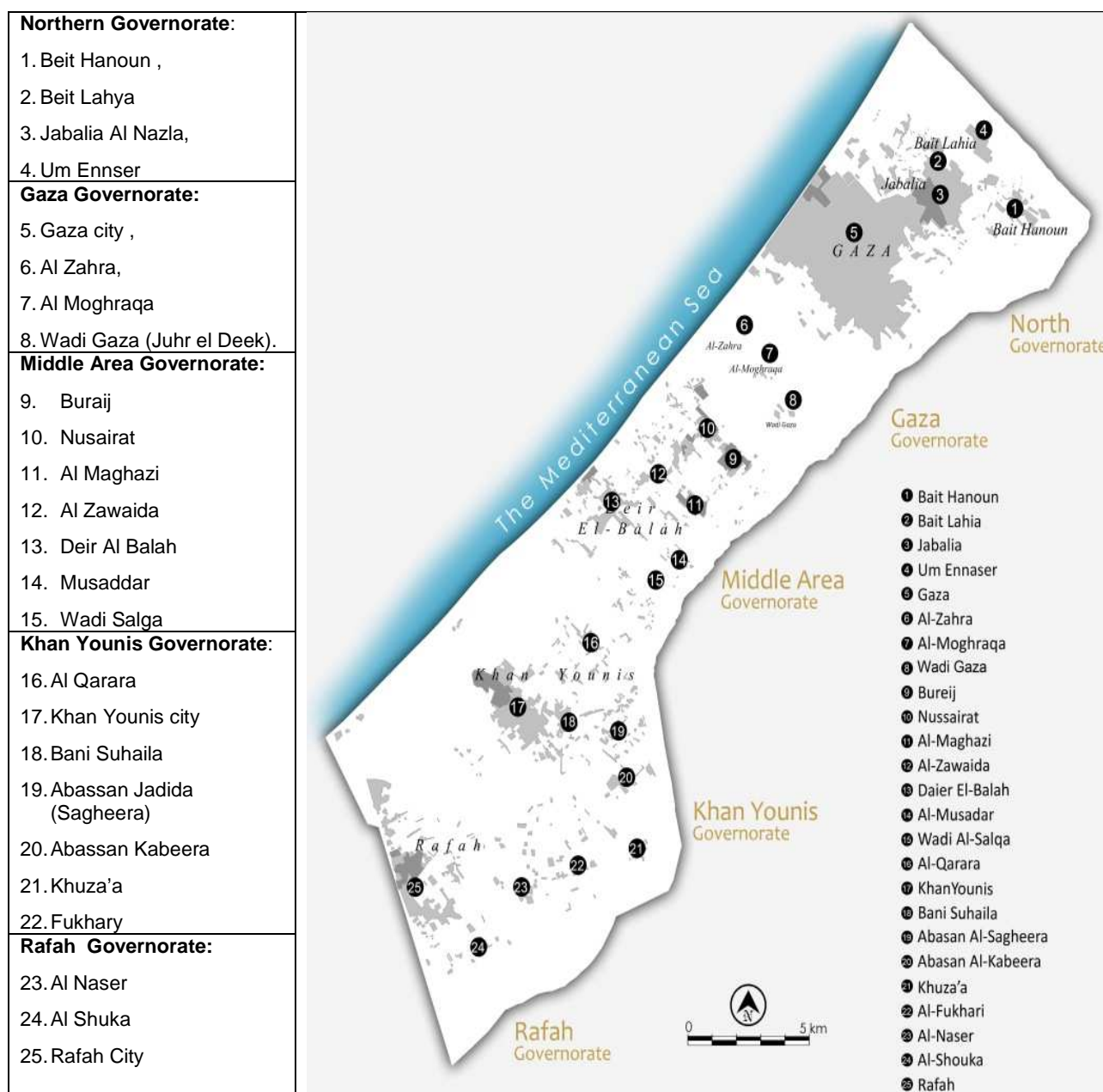


Table (2) Gaza strip governorates and Municipalities

**2.1 Indirect Service Provision :**

### 2.1.1 CMWU provides the following services in full to 25 municipal water & wastewater departments in Gaza strip:

- 1) Operation and Maintenance (O& M).
- 2) Strategic projects,
- 3) Development projects,
- 4) Emergency projects and fuel supply for generators,
- 5) Sodium hypochlorite (disinfection agent) ,chemicals,
- 6) Chlorinators ,
- 7) Water quality sampling (free chlorine residual (RC), total coliform contamination, fecal coliform contamination, Microbiological tests and Nitrate contamination)<sup>5</sup>.
- 8) Test kits.
- 9) Domestic and bulk water meters.
- 10) Various spare parts.
- 11) The following table shows the size of projects committed and / or implemented in Gaza strip through CMWU since 2005 :

Up To Date Committed Agreements	
<b>Years 2005-2008</b>	60,695,206.71
<b>Year 2009</b>	14,835,088.39
<b>Year 2010</b>	33,866,304.84
<b>Year 2011</b>	30,423,498.89
<b>Year 2012</b>	12,519,985.68
<b>Year 2013</b>	17,703,444.59
<b>Year 2014</b>	102,478,317.64
<b>Year 2015</b>	772,570.42
<b>Total USD</b>	<b>273,294,417.16</b>

Table (3), source CMWU

### 2.1.2 CMWU provides the following partial services to 13 municipal water & wastewater departments in Gaza Strip:

- 2) Billing & Collection system (IT services).
- 3) Bill Printing.
- 4) Collection.

<sup>5</sup> Gaza city municipality carries out their own microbiological, total coliform contamination and fecal coliform contamination in addition to CMWU.

## 2.2 Direct Service Provision

**CMWU has full control on water and wastewater services, facilities and staff of Rafah municipality area. All the services mentioned in 2.1.1 and 2.1.2 above is directly provided to the customers in addition to the followings:**

- 1) Water and Wastewater staff salaries and benefits (according to civil servants law).
- 2) Customer complaints and follow up.
- 3) New subscriptions.

The following table shows the different services provided by CMWU to Gaza strip municipalities:

### Schedule of Services provided by CMWU

no.	Municipality	strategic projects		Dev. Projects.		O & M		Chlorine	Chlorinators	Test kits		Sampling		w.meters		staff salaries		Billing		Collection		Staff salaries		Cust. Compl.	
		W	Ww	W	Ww	W	Ww			W	Ww	W	Ww	W	Ww	W	Ww	W	Ww	W	Ww	W	Ww	Bill	Coll.
1	Bt. Hanoun	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0
2	Um Nasir	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0
3	Bt. Lahya	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0
4	Jabalia	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0
5	Gaza city	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0
6	Wadi Gaza	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	1	1	1	1	1	0	0	0	0
7	Zahra	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	1	1	1	1	1	0	0	0	0
8	Mugraga	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	1	1	1	1	1	0	0	0	0
9	Nusairat	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
10	Buraij	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
11	Maghazi	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	1	1	1	1	1	0	0	0	0
12	Zawaida	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	1	1	1	1	1	0	0	0	0
13	Dair alBalah	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	1	1	1	1	1	0	0	0	0
14	Wadi Salga	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	1	1	1	1	1	0	0	0	0
15	Musadar	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	1	1	1	1	1	0	0	0	0
16	Qarara	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
17	Bani Suhaila	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	1	1	1	1	1	0	0	0	0
18	Abasan Kbr.	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
19	Abasan Jd.	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
20	Khuza'a	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	1	1	1	1	1	0	0	0	0
21	Khan Younis	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	1	1	1	1	1	0	0	0	0
22	Fukhary	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	1	1	1	1	1	0	0	0	0
23	Rafah	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
24	Shuka	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	1	1	1	1	1	0	0	0	0
25	Nasir	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
	Totals	25	25	25	25	25	25	25	25	25	25	25	25	20	1	1	14	14	14	14	14	1	1	1	1

Table (4) services provided by CMWU

In addition to all the above, CMWU has carried out massive responsibilities and responded rapidly to emergency needs of the water and wastewater sector & municipalities in the different crisis situations that swapped Gaza strip since 2006 (Israeli attacks and start of siege- blockade on Gaza strip), clashes- internal unrest and consequent events 2007, Israeli Wars on Gaza Strip 2008-2009, 2012 and 2014 and in natural disasters situations like the mega storms that hit Gaza Strip in unprecedented magnitudes in winter seasons of the years 2013& 2014.

CMWU and its staff were working in crisis – disaster situation, nevertheless, CMWU has responded in a way that prevented total collapse of the water and wastewater services in Gaza Strip.

#### Humanitarian response

CMWU continues to provide for all possible repairs and refurbishment of repairable facilities such as water and wastewater networks, water wells and desalination units. The primary purpose of the repairs is to allow continued operation of the network and provision of services to the people; **in some cases these repairs are a temporary fix that will require additional work and support to fully repair at a later date.** During the ceasefire, CMWU was able to conduct temporary repairs to water and sanitation networks. The repairs concentrated on densely populated areas and reached an approximate coverage of 80% for emergency access to water supply. An average 60 – 70% of the network supplying Gaza City is now reported to function, while the bulk of the remaining damages are reported in Ash Shuja'iyeh with the eastern part of the area receiving 1 to 2 hours every other day and the western part receiving 2 to 3 hours every other day. In areas with a severe level of destruction, sections of pipelines were closed in order to secure a minimum pressure in the network. However, with the restarting of hostilities, repairs & assessments have again stalled.

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**Appendix no. (4)** Contains photographs of some CMWU facilities

### 3. Institutional & Financial Situation

The Institutional and financial situation of the CMWU is different from the services situation and is and has caused a great deal of confusion for many entities and stakeholders.

It should be noted that the terms “Institutional” refers to CMWU’s managerial relationship with the 25 municipalities and how the services are administrated within that scope.

The “Financial situation” describes the financial relationship of the CMWU with the 25 municipalities, in relation to operation & administration costs, managing billing and collection of revenues and other financial arrangements.

It is worth mentioning that the CMWU is considered a Joint service council and it was legally established by a decree issued by the Minister of local government on 30/10/2000. The Ministry of Local Government is the ultimate regulator –superior of CMWU. The CMWU was found on the ground in 2005. Also CMWU can be dissolved by voting of two thirds of the members of the General Assembly.

#### المادة (8):

##### تكوين المجلس

استناداً لقرار السيد / وزير الحكم المحلي الصادر بتاريخ 2000/10/30 يشكل مجلس الخدمات المشترك من جميع الهيئات المحلية في محافظات غزة.

Abstract from CMWU by-laws: Chapter (2) Article(8)

#### المادة (2):

##### اسم ومقر وعنوان المصلحة:

الاسم : مجلس الخدمات المشترك (لمصلحة مياه بلديات الساحل) لإدارة مرفقي المياه والصرف الصحي لبلديات محافظات الجنوب.

Abstract from CMWU by-laws: Chapter (1) Article(2)

#### المادة (5):

##### النطاق الإداري والإقليمي للمجلس

يعمل المجلس في النطاق الإداري والإقليمي المحدد لوزارة الحكم المحلي وكافة الهيئات المحلية المتضمنة له بمحافظات غزة، ويمتد عمل المجلس إلى أي منطقة جغرافية أخرى تحددها القوانين أو الاتفاقات.

Abstract from CMWU by-laws: Chapter (1) Article (5)

**المادة (33):****حل المجلس**

- 1- إذا عجز المجلس عن تحقيق الأهداف والغايات التي أنشئت من أجلها، يحل المجلس بموافقة ثلثي أعضاء الجمعية العمومية للمصلحة بما لا يتعارض مع القانون.
- 2- في حالة حل المجلس وفقاً لما ذكر في البند السابق يتم حصر الممتلكات المنقولة وغير المنقولة وتقسيم عسبي أعضاء مجلس الخدمات كل حسب نسبة مساهمته.



Abstract from CMWU by-laws: Chapter (8) Article (33)

### 3.1 Institutional Situation

1. All the 25 municipalities are members in the General Assembly of the CMWU.
2. Only Rafah municipality has fully joined and transferred their assets, staff, operations, and water and wastewater revenues to CMWU<sup>6</sup>.
- q. The municipalities of Khan Younis, Rafah, Nusairat, Bani Suhaila, Beit Lahya, and Deir Al Balah are represented in the current board of directors of the CMWU; in addition to the Head of Board of directors (Mayor of Gaza city municipality)<sup>7</sup> and undersecretary of the Ministry of Local Government (MoLG) in Gaza Strip. Municipality of Jabalia Al Nazlh is granted a permanent membership in the BoD as the center of Northern Gaza Governorate; nevertheless, Jabalia Al Nazlh municipality refrains from joining the CMWU or sitting in the BoD.
- 3.
4. The current Head of Board of directors for CMWU does not have any control on Gaza city municipality.
5. CMWU has four regional offices in Gaza Strip (main office in Gaza city, Middle Area office, Khan Younis area office and Rafah area office).
6. CMWU has no legal or administrative control on any municipal staff member except those fully employed by CMWU i.e. staff transferred from Rafah municipality.
7. There are serious efforts and discussions lead by the KfW to convince Municipality of Gaza city and others to fully join the CMWU to enable and assure sustainability of strategic projects (Middle Area Treatment Plant and others).MoU with Gaza municipality & others are displayed in [Appendix no. \(2\)](#).
8. CMWU board has decided to form 2 committees to study the pros and cons of Rafah municipality experience with CMWU, to be able to conclude lessons learned and try to rectify any negative aspects. [Appendix no. \(2\)](#)
9. CMWU board has decided to merge Rafah municipal services bill with the CMWU water/wastewater bill to support Rafah municipality in collecting municipal dues and arrears. [Appendix no. \(2\)](#)
10. CMWU does not have a unified computerized management information system.
11. Data created at Rafah, Middle Area and Khan Younis regional offices ( billing , collection and daily maintenance) is transferred to CMWU head office upon request and via manual or semi- computerized media (flash memories).
12. Each billing period, the CMWU IT specialist has to physically visit the 14 municipalities or the regional offices to carry out bill calculation and validation process.
13. Heads of the regional office in Middle Area and in Khan Younis has only coordination authority with water and wastewater departments of the municipalities in their areas.
14. CMWU regional offices in Middle and in Khan Younis areas are carrying out logistical services of bill printing, collection and as dispatch centers for municipal staff of their areas.
15. Khan Younis municipality has adopted SMS service to bill customers and only 20% of customers are still billed with hardcopy forms.

<sup>6</sup> Shuka and Nasir municipalities in Rafah governorate are not included.

<sup>7</sup> Current Head of Board of directors –Dr. Majed Abu Ramadan is the Mayor of Gaza city appointed by the president prior to the events in Gaza in 2007 leading to Hamas taking control and appointing a new mayor.

16. Khan Younis municipality is issuing the water bill or duplicates if needed on either CMWU form ( that has municipality logo together with CMWU's) or on municipal form , this in addition to overlapping of authority and responsibility has created a great deal of confusion amongst customers – population in Khan Younis.
17. CMWU has different computerized systems that are standalone applications such as (examples), Billing and collection (CCISS), Accounting (Aseel), HR system, CMMS-O&M software, Geographic Information System (GIS) and Inventory management.
18. The legal property of the assets transferred, managed or installed by CMWU in different municipal areas is not clear.
19. Municipalities consider CMWU either as a facilitator of donations and projects or as a collection agency.
20. CMWU is studying the option of using pre- paid water meters.
21. The billing and collection systems applied in CMWU and 25 municipalities are found in table(5) below:

Group	Municipality	System	Architecture	Remarks
A	1. Dair Al Balah. 2. Wadi Gaza 3. Wadi Salga. 4. Musaddar	CMWU-CCISS (Billing & Collection System)	<ol style="list-style-type: none"> <li>1. Distributed, stand alone, offline system architecture.</li> <li>2. One server located in middle area central office.</li> <li>3. Meter readings and data of collected payments are transferred to area office, data entry is made, calculation and bill printing performed.</li> <li>4. An updated copy of the system interface –database fields are sent to municipalities along with printed bills.</li> <li>5. Customer can pay in area office or in local municipalities.</li> <li>6. Collection made in both regional office and in municipal offices.</li> <li>7. Offline collection (no online interface between regional office and municipal offices).</li> </ol>	<ol style="list-style-type: none"> <li>1. Payments made in municipal offices are deposited directly to municipal bank account and not to account of CMWU.</li> <li>2. Payments made in regional offices are deposited in CMWU-municipalities sub account.</li> <li>3. At the end of each month, CMWU financial department transfers amounts collected in the CMWU-municipalities subaccounts to each respective municipality bank account.</li> </ol>
B	5. Maghazi 6. Zawaida	CMWU-CCISS	<ol style="list-style-type: none"> <li>1. Distributed, stand alone, offline system</li> </ol>	

	<ul style="list-style-type: none"> <li>7. Zahra</li> <li>8. Mugraga</li> <li>9. Fukhary</li> <li>10. Bani Suhaila</li> <li>11. Khuza'a</li> </ul>		<ul style="list-style-type: none"> <li>architecture.</li> <li>2. Every municipality has one main server and one backup server.</li> <li>3. No online connection with CMWU HQ server.</li> <li>4. No connection between each other.</li> <li>5. Every municipality runs its billing and collection system.</li> <li>6. Calculated bills are transferred via flash memory to CMWU to perform printing service.</li> <li>7. Collection is made at municipal offices only.</li> <li>8. Amounts collected deposited in municipal bank accounts.</li> </ul>	
<b>C</b>	<ul style="list-style-type: none"> <li>12. Nasir</li> <li>13. Abasan Kabira</li> <li>14. Abasan Jadida</li> <li>15. Quarara</li> </ul>	Local developed – Kamal Nahal	<ul style="list-style-type: none"> <li>1. CMWU do not provide any service concerning billing, collection or bill printing.</li> </ul>	
<b>D</b>	<ul style="list-style-type: none"> <li>16. Khan Younis</li> </ul>	ATS – originally provided by MoLG.	<ul style="list-style-type: none"> <li>1. CMWU provides partial bill printing, partial collection.</li> <li>2. Khan Younis prints its water &amp; wastewater bills on CMWU bill format and on municipal forms for customers contacting municipality but not CMWU regional office.</li> <li>3. System support &amp; maintenance is provided by the IT department of Gaza city municipality against service contract.</li> </ul>	<ul style="list-style-type: none"> <li>1. Payments made in Khan Younis municipal offices are deposited directly to municipal bank account and not to account of CMWU.</li> <li>2. Payments made in Khan Younis regional office against Khan Younis water and wastewater bill are deposited in CMWU-Khan Younis sub account.</li> <li>3. At the end of each day, amounts collected in Khan Younis regional office are transferred physically to Khan Younis municipality.</li> </ul>

				<p>4. Only payments by checks made to CMWU name is deposited in CMWU-Khan Younis subaccount.</p> <p>5. At the end of each month, CMWU financial department transfers amounts collected in the CMWU-Khan Younis subaccount to Khan Younis municipality bank account.</p> <p>6. The other municipalities do not use the CMWU sub bank account nor deal with CMWU on any financial issue.</p>
E	<p>17. Beit lahya</p> <p>18. Beit Hanoun</p> <p>19. Jabalia</p> <p>20. Um Al Nasir</p> <p>21. Gaza city</p> <p>22. Nusairat</p> <p>23. Buraij</p>	ATS – originally provided by MoLG.	<p>1. CMWU do not provide any service concerning billing, collection or bill printing.</p> <p>2. System support &amp; maintenance is provided by the IT department of Gaza city municipality against service contract.</p>	
F	<p>24. Rafah</p> <p>25. Shuka</p>	CMWU-CCISS centralized	<p>1. Distributed, stand alone, offline system architecture.</p> <p>2. One main server in Rafah regional office for both areas.</p> <p>3. CMWU fully responsible and managing complete service cycle in Rafah area only.</p> <p>4. Shuka benefits from bill printing with other O&amp;M services.</p>	

Table (5) Billing &amp; Collection Systems in CMWU-Municipalities

### 3.2 Financial situation

1. CMWU has neither access nor control on financial records of 24 municipalities in relation to water and wastewater activities, costs, revenues, staff salaries & benefits.
2. Any financial data that are not directly related to Rafah regional office or CMWU head offices is not guaranteed by CMWU and are provided voluntarily by the municipalities.
3. CMWU has full control on financial aspects of Rafah regional area office and CMWU head offices.
4. CMWU has sufficient financial information related to all projects implemented by or through CMWU in any municipal area in Gaza strip.
5. CMWU depends on donors to cover most of its administrative and operation costs.
6. The 14 municipalities (except Rafah municipal area) that are benefitting from the billing( IT services) and bill printing services provided by CMWU do not contribute to the cost of this service.
7. CMWU is suffering from continuous cash – liquidity problem due to insufficient revenues and municipalities not paying their share in the cost of services provided by CMWU. CMWU decided to invoice each of the 25 municipalities with 10% of the cost of O&M works carried out by CMWU in respective municipalities.(Appendix 2)
8. Although Rafah municipality has fully joined CMWU and handed over all staff, facilities and installations to CMWU “management”, but still the municipal council blocks CMWU attempts to change water tariff.
9. CMWU follows accrual based accounting system (due to donors requirements) while municipalities still follow cash basis.
10. CMWU has a bank account with 25 sub-accounts, but only 14 subaccounts are active (including Rafah municipality sub-account). These sub – accounts are used to transfer all amounts of money collected on behalf the 13 municipalities benefitting from billing & collection services provided by CMWU ( money collected in Rafah sub-account stays at CMWU account) .CMWU do not control or use any of collected amounts .

### 3.3 CMWU self-assessment

The CMWU has agreed to provide the Consultant with a self-assessment report to try to complete the picture of CMWU situation. The objective of the self- assessment report is to shed light on internal aspects of CMWU that the Consultant did not notice due to the nature of the mission. Also, CMWU will be able to draw attention to both strengths and weaknesses of CMWU in four main features:

1. Institutional, administrative & Financial
2. Technical
3. Human Resources
4. Customer Service & PR

Both strengths and weaknesses will help WSRC and GIZ in their efforts to support the water sector in Gaza strip, utilize the strengths to enhance CMWU operations and study the weaknesses to find solutions and support to enable CMWU to become “The Central Water Utility” in Gaza Strip.

The Consultant believes that in order the assessment of CMWU situation to be completed, CMWU should express their opinion about points of strength and weakness within CMWU and express comments and suggestions.

***The following table was submitted and filled by CMWU officials<sup>8</sup>:***

## Fact-finding and Data Quality Assurance in CMWU/Gaza

### Entity: Coastal Municipalities Water Utility (CMWU)

#### Section 1: points of strength

The purpose of this section is to highlight the points of strength of the CMWU – Municipality that will help the Regulator (Water Sector Regulatory Council –WSRC) to utilize these points in the general interest of the sector and the utility.

1. Administrative & Financial	2. Technical
<ol style="list-style-type: none"> <li>1. The CMWU is one unified legal entity that can represent 25 municipalities which facilitate the application of unified financial policies.</li> <li>2. CMWU has a qualified administrative and financial team capable of developing an integrated administrative and financial strategy.</li> <li>3. CMWU owns a good quality set of logistics and software.</li> <li>4. CMWU has an administrative and financial manual.</li> <li>5. CMWU has a clear organizational structure and salary scale.</li> <li>6. CMWU performance is acceptable to governmental and donor’s entities, hence high credibility qualify CMWU to receive funds to develop water and wastewater sector.</li> <li>7. CMWU has sufficient qualifications to upgrade the concept of water and</li> </ol>	<ol style="list-style-type: none"> <li>1. CMWU have a clear strategic plan with all associated targets and projects requirements.</li> <li>2. CMWU operates according to a pre- defined set of KPI (key performance indicators) required to measure the performance levels as per different technical aspects.</li> <li>3. Clear and defined organization chart for all relevant technical departments and the interlinking between HQ and regional offices with high professional and well trained core staff.</li> <li>4. Well defined job descriptions for all technical staff.</li> <li>5. Having enough policies and procedures issued to cover several technical aspects e.g. standard operation procedures, emergency response plans, occupational health and safety plans.</li> <li>6. Utilize several tools, software and programs to ease and improve working environment.</li> </ol>

<sup>8</sup> The consultant has only organized the table and reviewed linguistics.

wastewater services, and can deploy resources to raise the level of service and level of returns on investments.	
<p style="text-align: center;"><b>3. Human Resources</b></p> <ol style="list-style-type: none"> <li>1. Robust filing system</li> <li>2. Effective attendance management</li> <li>3. Timely payroll processing</li> <li>4. Adequate conflict management</li> <li>5. Innovative HR team dealing with diversifications.</li> </ol>	<p style="text-align: center;"><b>4. Customer Service &amp; PR</b></p> <ol style="list-style-type: none"> <li>1. Facilitative leadership</li> <li>2. Dedicated &amp; Qualified staff.</li> <li>3. Good logistics and IT capabilities.</li> <li>4. Good relation with municipality's staff.</li> <li>5. Availability of creative plans to interact with customers.</li> </ol>

## Section 2: Points of weakness

The purpose of this section is to better understand the difficulties that the CMWU- Municipality is encountering on different levels. This section will help the WSRC to have a specific perspective to the issues that obstructs better service delivery and better management to the water sector.

<p style="text-align: center;"><b>1. Administrative &amp; Financial</b></p> <ol style="list-style-type: none"> <li>1. The administrative and financial manual needs further development and updates to become more comprehensive.</li> <li>2. There is a difference in administrative and financial systems applied between different departments and regional offices.</li> <li>3. There is a gap in the chain and flow of documentation between the head office and regional offices.</li> <li>4. Administrative and financial staffs transferred from municipalities to CMWU in regional offices are weak.</li> <li>5. Databases of CMWU and beneficiary municipalities are not connected /linked/interfaced, which has a negative effect on data and performance indicators of services provided by CMWU.</li> <li>6. CMWU is obliged to accept the transfer of all water and wastewater municipal staff regardless their qualifications, competencies and their salary costs.</li> <li>7. CMWU has to apply civil servants law on all staff transferred from municipalities, which causes lack of motivation and pursuit for creativity among staff.</li> </ol>	<p style="text-align: center;"><b>2. Technical</b></p> <ol style="list-style-type: none"> <li>1. Management information system is not completed yet.</li> </ol>
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<ol style="list-style-type: none"> <li>8. CMWU issues water bill in 14 municipalities, each with different tariff and content of services according to requirements of each individual municipality.</li> <li>9. Lack of clear agreements with municipalities receiving CMWU services clarifying rights and obligations of each party.</li> <li>10. Ownership of assets created, managed or transferred from municipalities to CMWU is not clear.</li> <li>11. Municipalities are not fulfilling their financial obligations towards CMWU, causing almost permanent revenue- cash difficulties.</li> <li>12. CMWU still lacks to recognition of being an independent legal body with a governmental cover that provides financial, administrative and legal support when needed.</li> <li>13. Absence of legal support to collection, prevention of illegal connections and anti-transgression measures.</li> </ol>	
<p style="text-align: center;"><b>3. Human Resources</b></p> <ol style="list-style-type: none"> <li>1. Application of diverse regulations due to political situation.</li> <li>2. Comprehensive HR manual is not completed yet.</li> <li>3. Not enough training budget.</li> <li>4. Lack of adequate electronic HR system.</li> </ol>	<p style="text-align: center;"><b>4. Customer Service &amp; PR</b></p> <ol style="list-style-type: none"> <li>1. Not enough funds available for customer services activities since 3 years.</li> <li>2. Incompetent customer service staff in municipalities.</li> <li>3. Old hardware.</li> <li>4. CMWU and Municipalities have different points of view about the future of water and wastewater services.</li> </ol>

### Section 3: Suggestions and Recommendations

This section aims to explore the CMWU-Municipality point of view on how to utilize their strengths and overcome their weaknesses in order to reach higher level of service, stronger and better regulated sector.

<p style="text-align: center;"><b>1. Administrative &amp; Financial</b></p> <ol style="list-style-type: none"> <li>1. Develop agreements between CMWU and municipalities according to types of services provided.</li> <li>2. Develop twinning agreements between CMWU and other utilities around the</li> </ol>	<p style="text-align: center;"><b>2. Technical</b></p> <ol style="list-style-type: none"> <li>1. Push forward with PWA the implementation of capital investment projects in the field of water and wastewater which will relief the existing heavily deteriorated and overloaded</li> </ol>
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<p>world to transfer knowledge and know-how to benefit from sound administrative procedures in utility management.</p>	<p>facilities and services components.</p> <ol style="list-style-type: none"> <li>2. Grouping and unifying the service provision for all areas and municipalities under the umbrella of CMWU.</li> <li>3. Comprehensive training and capacity building of technical staff have to be applied to fill the gap of expertise.</li> </ol>
<p style="text-align: center;"><b>3. Human Resources</b></p> <ol style="list-style-type: none"> <li>1. Develop HR Manual</li> <li>2. Unify salary structure</li> <li>3. Obtain an adequate integrated electronic HR system.</li> <li>4. Allocate budget for training.</li> </ol>	<p style="text-align: center;"><b>4. Customer Service &amp; PR</b></p> <ol style="list-style-type: none"> <li>1. Develop future plans with municipalities regarding customer services responsibilities.</li> <li>2. Fund should be secured for customer services activities, in order to strengthen CMWU position in the service area.</li> <li>3. Set up CMWU call center for better interaction with customers.</li> <li>4. Set up leak detection unit for better use of available water resources.</li> <li>5. Introduce pre-paid water meter technology in order to raise the collection efficiency.</li> </ol>

#### Section 4: General remarks and issues

This section is dedicated to CMWU- Municipality to discuss their assessment to the water sector, ways to enable the WSRC to improve their role-support and any issues of matter.

1. Long term political and economic instability in the service area of Gaza strip had a very negative impact on CMWU and the water sector in general.
2. Very negative impact on CMWU and the water sector in general is caused by the prolonged crisis of electricity power and shortages of fuel supplies for generators. Electric power is an essential requirement to maintain the minimum level of services.
3. Governmental assistance is needed to secure electricity power supply for all water and wastewater facilities with enough diesel fuel supply.
4. There are Incompletion and continuous delay of strategic capital investment projects in the field of water desalination and sewage treatment.
5. Lack of governance in Gaza strip, negatively impact various CMWU activities e.g. elimination of illegal connections and NRW.
6. Governmental plan should be introduced to solve the problem of willingness to pay.
7. Shortages of special spare parts and equipment, lack of funding and Israeli regulation and restrictions on access of special spare parts; contribute to fast deterioration of water and wastewater installations and facilities. Assistance is needed to remove the Israel control over materials and technology transfer down to Gaza to improve technical management of water and wastewater service.
8. Weak municipal management and reluctance to fully join CMWU and integrate water and wastewater facilities in CMWU system has serious negative effect of level of service.

9. CMWU efforts and resources are fragmented because of different municipalities with different requests and mentalities.
  10. CMWU has to adapt to different and non-homogeneous rules and regulation of different municipalities.
  11. WSRC has to find legal tools to convince the municipalities to fully join CMWU.
  12. The bad Economic situation in Gaza strip is highly affecting several sectors, water and wastewater sector is not an exception.
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### 3.4 Municipalities' and PWA's comments

The consultant has discussed with municipal and P.W.A officials in Gaza strip (list of people met attached in [Appendix \(1\)](#)). The main comments –concerns expressed by this segment of stakeholders were as follows:

1. All parties have acknowledged the efforts and services provided by CMWU to all municipalities, especially in crisis times and in strategic projects.
2. Cash collected from water bills is the main source that keeps municipalities running on daily basis that is preventing municipalities from fully joining CMWU. Alternative cash sources should be found for municipalities before completely joining CMWU.
3. Municipalities will not fully join CMWU without solving their cash - liquidity problems.
4. Municipalities acknowledge that the water and wastewater services are not feasible and they are losing money at the end of the day.
5. There is a high level of confusion and uncertainty about CMWU and its exact role amongst municipal officials and population.
6. Gaza City Municipality has officially decided not to join CMWU in the near future because of Institutional and level of service concerns.
7. Municipalities have made comments of dissatisfaction due non –abidance of CMWU to its own by-laws and internal regulations. Comments were also made, that only one or two meetings of the CMWU General assembly were held since 2005.
8. Concerns that CMWU is not fully prepared to take over or manage the daily operations of large networks and facilities such as Gaza city network, staff and installations.
9. Concerns were raised that the level of service was not improved in Rafah area by CMWU, doubts that level of service and customer care was not a priority of CMWU.
10. Gaza city and Jabalia Al Nazlh municipalities believe that they already provide a better level of service to customers than CMWU may possibly do.
11. Municipalities expressed worries that CMWU are abusing their status as a facilitator of funds and projects between them and donors community.
12. Municipalities believe that funds and projects passing through or implemented by CMWU are rights for the municipalities and they should receive their share / rights regardless their status with the CMWU and that political conditions are dictating a by-pass through CMWU.
13. Municipalities agree that the political situation in Palestine is affecting the entire water sector and relations between different stakeholders.
14. Some municipalities are considering the use of pre-paid water meters to overcome the problem of low collection rates.
15. P.W.A understands CMWU role, but concerned from overlapping of responsibilities and roles. CMWU mandate and core business of service provision should be promoted.
16. P.W.A and Municipalities agrees that legal overlapping between the roles and mandates of CMWU, P.W.A, MoLG, and the newly created WSRC should be clarified and ambiguity removed.

## 4. Review and verification of CMWU data sheet for 2013

### 4.1 Meeting concerned personnel

The Consultant conducted several meetings and work sessions with CMWU, municipal staff and PWA officials<sup>9</sup> to explain the mission, data needed for the year 2013 report and request for support.

The CMWU has organized for the consultant a meeting with the Mayor of Gaza city to officially request the data for 2013. The provision of data was conditioned from Gaza municipality officials by receiving a clarifications letter from the Chairman of Board of Directors (BoD) of the WSRC, which was done. Unfortunately, Gaza city municipality failed to provide the necessary data.

A copy of WSRC Chairman BoD letter is found in [Appendix no. \(3\)](#).

### 4.2 Data collection & Revision

The municipalities of Gaza Strip are lacking information about the water law no. (14) for the year 2014, the establishment and formation of the Water Sector Regulatory Council (WSRC). The CMWU officials and staff have collected the data from the concerned municipalities with full support and coaching from the consultant.

### 4.3 Findings on old data sheet provided by CMWU

It is clear that the data of the Performance Indicators provided by CMWU for the year 2013 has many inaccurate data that affected the resulting values of the performance indicators. The following are examples of the errors found:

- a) The inaccuracy in some fields is not related to the data itself – which is accurate to a large extent- but to the way that data was accumulated and entered to the MS Excel module.
- b) Some data were misunderstood completely, such as the number of served customers – active connections invoiced, was understood as the number of new active connections for the year 2013 rather than the entire number of active connections, also the number by itself represented Rafah area only.
- c) The least data available at CMWU was the financial – administrative costs and collection figures<sup>10</sup>.
- d) The following **example errors** are found in the datasheet provided by CMWU for the year 2013 which clarifies the points made above:
  1. Water production numbers are for 25 municipalities.(W1)
  2. Billing numbers are for 14 municipalities (W6, W7, W8, W11, and W12).
  3. Collection numbers are for 14 municipalities only and not accurate (F1 to F9).
  4. Other Operating revenues are for 1 municipality (Rafah) (F10, F11, and F14).

<sup>9</sup> Mekorot company water bill was available at PWA only.

<sup>10</sup> Except for Rafah municipality area.

5. Salaries and administrative costs were for one municipality (Rafah).
6. The number of active subscriptions was totally wrong.
7. The number of new subscriptions is wrong
8. Network length was a partial figure.

#### 4.4 Comments on data collected during the mission

- a) CMWU has certain, complete and reliable data from Rafah municipality service area only.
- b) CMWU has certain, complete and reliable partial data concerning services provided by CMWU to other municipalities (services mentioned in 2.1 above).
- c) CMWU has separate cost centers for Rafah regional office, CMWU HQ and the Desalination plant located in Dair al Balah area.
- d) Main data missing at all levels was for Gaza city municipality ( $\approx 40\%$  of sector weight).
- e) Data of 2013 for municipalities other than Rafah, was neither complete (partial data) nor available at CMWU. Data was requested from municipalities for the purposes of the mission.
- f) Data from municipalities were also gathered internally and reported to CMWU and to the Consultant on voluntarily basis.
- g) The Consultant was not able to check all evidences of data sources from municipalities for lack of legal mandate and limitation of time of the mission.
- h) The least data available at CMWU about Gaza strip municipalities was the financial, administrative costs and collection figures<sup>11</sup>. (See specific comments in sections 4.5 & 5.1).
- i) The Consultant still believes that the technical, billing, collection and salaries data directly collected from municipalities or generated by CMWU ( O& M), are acceptable with a degree of uncertainty on both **data accuracy which is** low uncertainty ( 5-20%) and **Reliability of data sources which is** “medium reliability”.
- j) The financial data –other than what is mentioned above- and O&M data generated by the 6 municipalities are not representing the accurate and real financial situation of the municipalities as some main items were missing or not complete ( see specific comments in sections 4.5 & 5.1), hence can be misleading.
- k) The data collected reflect the “**existing situation**” of service provision rather than the “**accurate situation**”.

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<sup>11</sup> Except for Rafah municipality area.

#### 4.5 Verified data sheet

The Consultant has produced seven (7) PI data sheets, one for CMWU-Rafah regional office and the other six, are for the municipalities represented in the board of directors of the CMWU including municipality of Jabalia Al Nazlh which is the center of the Northern Gaza Governorate and refraining from joining – sitting in the BoD of the CMWU.

Both PI data sheets are attached in electronic version to this report **Appendix no. (5)**.

Each PI data sheet should be read together with the notes related to them and they are:

##### Notes on Rafah data sheet

No.	Ref. in data sheet	Notes
1	W11	Credit notes on quantities are not known as the credit note is applied in amount of money and is applied directly on total amount of customer bill.
2	W12	Debit notes on quantities are not known as the credit note is applied in amount of money and is applied directly on total amount of customer bill
3	F2	Credit notes (amounts)-water, shown as money amount but not reflected as quantities of water ( see W11)
4	F3	Debit notes (amounts)-water, shown as money amount but not reflected as quantities of water ( see W12)
5	F15	Costs of staff working in <b>admin and finance</b> , are shown as part of HQ shared costs mentioned in F24
6	F19	Board members remuneration: 29.64% of total board members remunerations were allocated to Rafah, which is the same share of Rafah from O&M costs carried by CMWU. The percentage between water and wastewater for this item is calculated as 60% water, 40% sewage as advised by CMWU.
7	F24	Shared costs allocated from municipalities: 10% of CMWU HQ admin costs were allocate to Rafah regional office ( Rafah regional office is a separate cost center than CMWU HQ)
8	F35	Inventory as of reference date: Refers to CMWU general stores, 29.64% of inventory value was allocated to Rafah based on the percentage of O& M costs that are actually spent by CMWU for Rafah in 2013.
9	W6- W12	There are only one category for customers which is "Domestic"
10	Q7-Q10	CMWU and municipalities do not take samples from networks
11	X5-X7	There are only one category for customers which is "Domestic"
12	Z1, Z2,Z3&Z5	There are only one category for customers which is "Domestic"

Table (6)

**Notes on Performance Indicator's- Datasheet report for 6 municipalities in Gaza Strip**

1. The Municipalities involved are the centres of Governorates including those sitting in the Board of Directors of the CMWU. Current members of the board of directors are: Beit lahya, Gaza city (suspended their membership, current chairman of board is former mayor of Gaza city), Nusairat, Dair al Balah, Khan Younis, Bani Suhaila and Rafah.
2. Jabalia municipality was reported because they are the centre of North Gaza governorate. Rafah municipality was reported earlier.
3. Notes 1, 2, 3, 4, 9, 10, 11&12 mentioned in table (6) above are valid and apply to PI-datasheets of the 6 municipalities.
4. Inventory of CMWU distributed on municipalities according to same percentage of O& M projects.(Appendix no.5)
5. Water and wastewater admin costs were divided into 60-40 if not otherwise indicated by municipality.
6. 5% of CMWU HQ admin cost was added to each municipality according to proper item (3% for water, 2% for wastewater).
7. 80% of the desalination plant admin costs were added to Dair al Balah municipality.
8. Salaries of O& M staff were distributed 60-40 between water and wastewater staff respectively. (Beit lahya has indicated specific salaries for W & Ww staff).
9. 5% of CMWU HQ O& M costs were added to municipal O&M costs according to each item.
10. None of the six municipalities reported in the PI-datasheets has recorded the electricity bill in the O& M costs as they did not pay any power bills back 2013. The Consultant was not able to obtain accurate amounts of electricity bills<sup>12</sup>.
11. Most municipalities in Gaza strip have accumulated non paid salaries for several months. The unpaid salaries were not reported (cash basis method).
12. The "Working Ratio" for all municipalities is not indicative as municipalities do not have a provision for doubtful accounts, hence all historical debts are recorded as operating revenues.
13. The "Liquidity Ratio" & "Cash Ratio" are not indicative as none of the six municipalities has reported any amount for current liabilities. Knowing that none of the municipalities has paid their Electricity bills for 2013, also most if not all of the municipalities have certain amounts of late –unpaid salaries which were not reported.
14. Other costs (F32) were distributed 60-40 between water and wastewater services.
15. CMWU do all the microbiological, Nitrates and Chlorine Residual sampling and tests for these municipalities. Microbiological samples and tests are not sufficient and may have not covered some of these municipalities.
16. The Consultant has requested the PWA in Gaza strip to provide data of microbiological tests that are carried out by the ministry of health for all municipalities. The data was received and entered to PI- datasheets.
17. Population of each municipality was taken from the PCBS site.

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<sup>12</sup> Municipalities still use cash basis accounting method.

18. Water service coverage was calculated as 97% of population and wastewater was calculated as 71% of population in respective municipality.
19. Municipalities do not keep records for customer complaints.

## 5. Recommendations

The Consultant has produced two sets of recommendations:

- Performance Indicator's improvement recommendations:
- General recommendations & Future Actions:

### 5.1 Performance Indicator's improvement recommendations:

The recommendations under this section address the missing data that have direct effect on the level of water & wastewater service or prevented a specific PI to be shown on the performance indicators sheet. The Consultant kept the same numbering as shown on the PI datasheet –report.

#	Indicator name	Indicator formula	Unit	Recommendations
<b>TECHNICAL INDICATORS</b>				
1.1	Domestic water consumption as % of total consumption	$\text{Domestic billed water sales (m}^3\text{) during the assessment period} / \text{Total billed water sales (m}^3\text{) during the assessment period}$	%	1. Customer categories should be corrected.
1.2	Industrial water consumption as % of total consumption	$\text{Industrial billed water sales (m}^3\text{) during the assessment period} / \text{Total billed water sales (m}^3\text{) during the assessment period}$	%	1. Customer categories should be corrected.
1.3	Commercial water consumption as % of total consumption	$\text{Commercial billed water sales (m}^3\text{) during the assessment period} / \text{Total billed water sales (m}^3\text{) during the assessment period}$	%	1. Customer categories should be corrected.
1.4	Touristic water consumption as % of total consumption	$\text{Touristic billed water sales (m}^3\text{) during the assessment period} / \text{Total billed water sales (m}^3\text{) during the assessment period}$	%	1. Customer categories should be corrected.
<b>FINANCIAL INDICATORS</b>				
9	Working ratio (Efficiency Ratio) - water service	$\text{Operation \& Maintenance (O\&M) and administrative costs (excluding depreciation)} / \text{Operating revenues from water}$	No.	<ol style="list-style-type: none"> <li>1. Municipalities should hold accurate records for all O&amp;M costs even if paid by government and/or donors.</li> <li>2. CMWU &amp; municipalities should make provisions for doubtful accounts and to be reduced from operating revenues.</li> </ol>
10	Liquidity ratio (current ratio)	$\text{Current Assets} / \text{Current Liabilities}$	No.	<ol style="list-style-type: none"> <li>1. CMWU &amp; municipalities should make provisions for doubtful accounts receivables and to be reduced from current assets account.</li> <li>2. CMWU should create a separate account for Rafah inventory in the main stores.</li> <li>3. Municipalities should keep and maintain accurate records for their inventory.</li> <li>4. Municipalities should hold accurate records and report the amounts of unpaid Electricity bills as current liabilities.</li> <li>5. Municipalities should hold accurate records and report the amounts of unpaid or late salaries of water and wastewater staff.</li> </ol>

11	Cash ratio	Cash and cash equivalents / current liabilities		<ol style="list-style-type: none"> <li>1. Municipalities should disclose the amounts of cash they keep or deposit in local Banks.</li> <li>2. Municipalities should hold accurate records and report the amounts of unpaid Electricity bills as current liabilities.</li> <li>3. Municipalities should hold accurate records and report the amounts of unpaid or late salaries of water and wastewater staff.</li> </ol>
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### QUALITY INDICATORS

15	Water samples <b>(taken at source)</b> free from total coliform contamination	Number of tested water samples (taken at source) free from total coliform contamination /Total number of tested samples for this purpose x 100%	%	<ol style="list-style-type: none"> <li>1. CMWU should abide to conduct more tests according to Palestinian &amp; WHO standards.</li> <li>2. CMWU should raise and direct more funds to enhance the water quality monitoring program.</li> </ol>
16	Water samples <b>(taken at source)</b> free from fecal coliform contamination	Number of tested water samples (taken at source) free from fecal coliform contamination /Total number of tested samples for this purpose x 100%	%	<ol style="list-style-type: none"> <li>1. Apply recommendations in (15) above.</li> </ol>
17	Water samples <b>(taken from network including mains)</b> free from total coliform contamination	Number of tested water samples (taken from network including mains) free from total coliform contamination /Total number of tested samples for this purpose x 100%	%	<ol style="list-style-type: none"> <li>1. <u>Samples are not taken from network currently; this should be a high priority issue to deal with. Testing for water network contamination should be applied.</u></li> <li>2. Apply recommendations in (15) above.</li> </ol>
18	Water samples <b>(taken from network including mains)</b> free from fecal coliform contamination	Number of tested water samples (taken from network including mains) free from fecal coliform contamination /Total number of tested samples for this purpose x 100%	%	<ol style="list-style-type: none"> <li>1. <u>Samples are not taken from network currently; this should be a high priority issue to deal with. Testing for water network contamination should be applied.</u></li> <li>2. Apply recommendations in (15) above.</li> </ol>
19	Microbiological tests carried out	Number of microbiological tests carried out during the assessment period / number of microbiological tests required by applicable standards or legislation during the assessment period x 100	%	<ol style="list-style-type: none"> <li>1. Apply recommendations in (15) above.</li> <li>2. Legal and administrative measures to be taken to increase number of microbiological tests to reach Palestinian &amp;WHO standards.</li> </ol>
20	Water Samples (taken at the sources) free from Nitrate contamination	Number of tested water samples (taken at the sources) free from Nitrate contamination /Total number of tested samples for this purpose x 100%	%	<ol style="list-style-type: none"> <li>1. Apply recommendations in (15) above.</li> </ol>

CUSTOMER SATISFACTION				
21	Service Complaints per customer	Number of direct, telephone, and written complaints of quality of service during the assessment period; which have been officially recorded by the utility * 365 / Assessment period); / Number of customers	No.	1. CMWU & municipalities should hold accurate records of customer complaints.
22	Continuity Complaints (%)	Number of continuity complaints regarding the water supply service during the assessment period / Number of service complaints during the assessment period * 100	%	1. Apply recommendations in (21) above.
23	Water Quality Complaints (%)	Number of water quality complaints during the assessment period; which have been officially recorded by the utility / Number of service complaints during the assessment period * 100	%	1. Apply recommendations in (21) above
24	Billing Complaints and Queries per customer	(Number of direct, telephone, and written billing complaints and queries during the assessment period; which have been officially recorded by the utility * 365 / Assessment period) / Number of registered customers	No.	1. Apply recommendations in (21) above
25	Other Complaints and Queries per customer	(Number of other complaints and queries during the assessment period; which have been officially recorded by the utility * 365 / Assessment period) / Number of registered customers	No.	1. Apply recommendations in (21) above

Table (8)

## 5.2 General Recommendations & Future Actions

The recommendations under this section are for WSRC, GIZ, P.W.A and other stakeholders who have an interest in the PI annual report.

The Water Sector Regulatory Council (WSRC) should start considering plans and measures to strengthen its presence in Gaza Strip and execute the regulatory mandate granted by law. The Consultant would like to recommend the following measures to be considered in the future:

No.	Recommendation	Justification
1.	Only publish PI-data sheet report of CMWU-Rafah for the year 2013.	<ol style="list-style-type: none"> <li>4. CMWU-Rafah data represent service provision status with an acceptable level of accuracy.</li> <li>5. Working, liquidity and cash ratios for the reported 6 municipalities are not accurate and are misleading to decision makers and other concerned entities.</li> </ol>
2.	<p>The Performance Indicator report for the coming years to include 8 service providers in Gaza Strip as separate entities - reports. The center of each of the 5 governorates and the 3 municipalities holding the non-permanent membership in the Board of Directors of the CMWU, to be reported individually:</p> <ol style="list-style-type: none"> <li>1. Municipality of Jabalia Al Nazla</li> <li>2. Municipality Gaza city</li> <li>3. Municipality of Dair al Balah</li> <li>4. Municipality of Khan Younis.</li> <li>5. CMWU- Rafah</li> <li>6. Municipality of Beit Lahya. (Temp.)</li> <li>7. Municipality of Nusairat. (Temp.)</li> <li>8. Municipality of Bani Suhaila. (Temp.)</li> </ol> <p>The data from the rest of municipalities will still be collected and verified.</p>	<ol style="list-style-type: none"> <li>1. Reflects more realistic description to the water sector situation.</li> <li>2. Enable better monitoring for the sector.</li> <li>3. Centre of governorates are permanent members in the board of directors of the CMWU.</li> <li>4. Centre of governorates municipalities are large enough to reflect service status in respective governorate.</li> <li>5. CMWU do not have full access or control on services in municipalities.</li> <li>6. Should provide scientific tool to convince municipalities to fully join CMWU.</li> <li>7. Will enhance coordination between CMWU and municipalities, as CMWU still responsible for significant part of the O&amp;M expenditure.</li> <li>8. The report for the rest of municipalities may not be published, but it's worth collecting and keeping the data for future arrangements.</li> </ol>
3.	Hold a meeting with CMWU Board of Directors.	<ol style="list-style-type: none"> <li>1. Introduce WSRC and provide clarifications.</li> <li>2. Introduce WSRC plan for producing the PI-datasheets for the year 2014 and 2015.</li> <li>3. Receive commitments from municipalities represented in the BoD of full cooperation with WSRC and CMWU in preparing future PI-datasheet reports.</li> </ol>
4.	Allow for sufficient time for future data preparation- review missions.	<ol style="list-style-type: none"> <li>1. Data is scattered in 25 municipalities.</li> <li>2. Municipalities do not have standardized reporting modules. Data and reports are generated upon request.</li> <li>3. CMWU and municipalities need more time to prepare data and evidences.</li> <li>4. Consultant should be fully satisfied by data integrity,</li> </ol>

		reliability and should have enough time to review data and sources.
5.	Design an adequacy indicator to measure service provider's readiness and adequacy to provide service according to standards. The adequacy indicator should measure the availability and sufficiency of administrative, financial, technical, environmental and legal procedures, policies and staff at any service provider.	<ol style="list-style-type: none"> <li>1. The adequacy indicator will help WSRC and service providers to understand shortcomings in the structure of service providers.</li> <li>2. The adequacy indicator will help service providers to plan for internal and operational reforms.</li> <li>3. The adequacy indicator will enable WSRC to better understand service conditions in respective service area.</li> <li>4. The adequacy indicator will provide scientific tools to both WSRC and service providers to request for assistance, support and funding from governmental and donors entities.</li> </ol>
6.	There should be an office for WSRC in Gaza strip.	<ol style="list-style-type: none"> <li>5. To emphasize legal presence of the WSRC.</li> <li>6. Enable easier communications with service providers in Gaza strip.</li> <li>7. Enables continuity to service monitoring.</li> </ol>
7.	A Public Relation – awareness plan should be activated to introduce the Water Sector Regulatory Council (WSRC) to the stakeholders of the water sector in Gaza strip.	<ol style="list-style-type: none"> <li>1. The WSRC is new and not known to many entities.</li> <li>2. Educate most stakeholders with roles and responsibilities of WSRC.</li> <li>3. Enhance positive image about service regulation in public mind.</li> </ol>
8.	Conduct a training session for concerned staff in 25 municipalities on using the PI data sheet.	<ol style="list-style-type: none"> <li>1. CMWU and data processing staff in municipalities showed lack of detailed directions on how to use the PI data sheet.</li> <li>2. To guide concerned personnel on how to and what data to collect.</li> <li>3. To avoid personal interpretations to some data fields.</li> <li>4. To ensure understanding to how performance indicators are measured and what do they mean.</li> <li>5. To agree on unified data processing - reporting template.</li> </ol>
9.	Modify and make complete the translation of English text to Arabic in some data entry cells.	<ol style="list-style-type: none"> <li>1. CMWU &amp; municipal staff read the Arabic text only without referring to the complete English text, hence misunderstand the required data.</li> <li>2. Some terminology in Arabic is not clear and were understood in a different way than West Bank , example the word "Fees" or "رسوم" where in Gaza strip the word "Consumption charges" or "استهلاك" is used. The word "Fees" is equivalent to "Levies" or taxes.</li> </ol>
10.	Holding coordination sessions including WSRC, CMWU, municipalities, MoLG and PWA is highly recommended.	<ol style="list-style-type: none"> <li>3. To remove any ambiguity about WSRC jurisdictions.</li> <li>4. To agree on any administrative or legal documentation required from concerned parties to ease WSRC future missions.</li> </ol>
11.	An interactive Web-based data entry module for service providers is recommended.	<ol style="list-style-type: none"> <li>1. To facilitate communications with WSRC.</li> <li>2. To monitor data entry and checking without waiting for prolonged periods of time.</li> <li>3. To ease handling of data and information.</li> </ol>

		4. To enable service providers to share their special expertise and situations with WSRC and other service providers.
12.	Procure services of an IT consultant to develop and customize a light management information module for PI data to be installed on concerned staff PC's at service provider's offices and linked to the WSRC web based interactive page.	<ol style="list-style-type: none"> <li>1. To ensure integrity of data collection &amp; revision at service provider's level.</li> <li>2. Enable service provider's management to have close idea about level of service in their entities.</li> <li>3. Minimize human interface errors.</li> <li>4. Highlight the missing data fields and concerned division.</li> <li>5. Ensure electronic, fast and reliable transfer of data to WSRC data base.</li> </ol>
13.	Conduct a training session for concerned municipal staff on existing Palestinian & WHO Standards of water quality and sampling.	<ol style="list-style-type: none"> <li>1. To ensure compliance with national and international regulations –guidelines on water –wastewater quality monitoring.</li> <li>2. To ensure that correct number of samples of all categories are tested.</li> <li>3. To ensure unified testing protocols between CMWU and municipal labs.</li> </ol>
14.	Conduct an impact study of using pre-paid water meters on levels of service and customer service.	<ol style="list-style-type: none"> <li>1. To produce guidelines and regulations governing billing and collection reporting.</li> <li>2. To produce guidelines and regulations to ensure respond of service providers to customer complaints and level of service.</li> <li>3. To check legal situation of using such meters and impacts on customer contracts with service providers.</li> <li>4. To decide on ownership of pre-paid meter.</li> </ol>
15.	Carry out a detailed study and create financial model & alternatives for cash flow /liquidity problem at municipalities considering joining CMWU.	<ol style="list-style-type: none"> <li>1. To understand the real and exact size of the cash availability as an obstacle preventing municipalities from joining CMWU.</li> <li>2. To provide municipalities with practical and feasible alternatives for generating cash.</li> <li>3. Broaden municipal prospective to their unused assets and 14resources.</li> <li>4. Provide concerned ministries with recommendations in accordance with WSRC vision.</li> </ol>
16.	Carry out an in- depth discussions with major municipalities in Gaza Strip to explore ways for them to fully join CMWU.	<ol style="list-style-type: none"> <li>1. To reach the national strategic vision of having one central utility in Gaza strip.</li> <li>2. To explain regulatory requirements that will support the strategic vision and compliance requirements.</li> </ol>

Table (9)

## **Appendix (1)**

1. Copy from the mission's ToR.
2. List of individuals / entities met during the mission.

## 1. Copy from Mission's ToR

### Fact-finding and Data Quality Assurance in CMWU/Gaza

#### TOR for a Local Consultant

##### Background

The strategic objectives of the Palestinian water sector are formulated by the Palestinian Water Authority (PWA) in a national water strategy for the next 20 years. In consultation with donors and relevant sector actors, the PWA is working towards a sustainable use of water resources and improved service quality of water, wastewater and sanitation providers, including an institutional reform. In June 2014, a new water law was passed. An important goal of this water law is the establishment of a Water Sector Regulatory Council (WSRC).

The GIZ is acting on behalf of the BMZ to support the development of the institutional capacity-ties in the water sector. In line with the partner's development priorities, policies and strategies, the GIZ Water Programme Palestine (WPP) aims to improve the institutional, technical and operational capacities of relevant Palestinian water sector institutions.

Within this framework, the WPP supports capacity building for Palestinian Water Service Providers (WSP) and other relevant organisations, including the Palestinian Water Authority (PWA) and the Water Sector Regulatory Council (WSRC).

The main objective of the WSRC is to monitor all matters related to the operation of water service providers including production, transportation, distribution, consumption and wastewater management, with the aim of ensuring water and wastewater service quality and efficiency to consumers in Palestine at affordable prices. The WSRC and PWA are monitoring the performance of a number of water service providers in Palestine and are currently reviewing and validating data submitted for the year 2013 for all 16 participating water service providers including the Gaza Coastal Municipal Water Utility (CMWU). The CMWU is the implementing agency for all water and wastewater strategic projects including those in Gaza and Jabalia, serving about 40% of the population of Gaza.

Due to restrictions of movement to Gaza, the services of a technical expert, hereinafter the 'Consultant', based in Gaza are needed.

##### Objective of the Assignment and Main Tasks

The objective of the Consultant's assignment is to assess the existing institutional situation of CMWU Gaza and substantiate/validate the data submitted by CMWU for the 2013 performance monitoring report and to assist the project team in collecting missing/ supporting data.

The Consultant's main tasks comprise:

- 1) Meet with the WSRC and project team (via skype or in-person if/when possible) to become familiar with the process including the key performance indicators and data collection module;
- 2) Review and validate the data submitted by CMWU in the data collection module;
- 3) Assist the CMWU to fill in the data collection module with accurate and reliable data;
- 4) Follow up with the project team to identify areas of information which require further investigation and clarity;



- 5) Participate in team meetings (via skype or in-person if/when possible) and regularly update the project team on field visits and progress made;
- 6) Finalize the data collection module, in coordination with CMWU, and ensure ownership of the data by CMWU;
- 7) Provide the WSRC with an assessment of the CMWU in terms of situation of the municipalities that compose the CMWU, system(s) used to collect and record data, controls of quality of data, reliability....etc; together with recommendations for future actions.

**Qualifications and experience required**

- A University degree in a related field with minimum 10 years of relevant experience in the water sector. A higher education degree is a plus.
- Strong analytical and validation skills.
- Familiarity with public financial systems.
- Very Good in English, written and spoken

**Output (deliverables to the WSRC):**

- Written assessment of the CMWU (per task 7 above).
- Completed data sheet for the 2013 report together with notes/ reservations/ clarifications....etc..
- Any other relevant documentation.

**Deliverables (to GIZ)**

The Consultant shall submit a Final Report in English (including Time Sheets) summarizing work done, findings/conclusions/assessments and recommendations. The final report shall be submitted no later than 5 July 2015.

Final acceptance of the Consultant's work shall be the responsibility of the Head of GIZ Water Programme, in coordination with the WSRC.

**Duration and Remuneration**

The aforementioned work shall be duly undertaken within **two** months starting from the date of signing the consulting contract anticipated on 05 May 2015; with a maximum input of up to **15 working days** (1 working day = 8 working hours).

The Consultant's input will be valued on person-day basis; based on daily fees of 8 working hours. All transportation and other logistical costs incurred in the context of executing the assignment are deemed to be settled in the Consultant's rate. Other terms, conditions and/or obligations will be stipulated in the relevant clauses of the consulting contract.

April 2015

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## 2. List of individuals / entities met during the mission.

Entity	Name	Position	Tel	Mobile	Email
CMWU	Eng. Monther Shoblak	CMWU Director General	08 2881446	0599267108	<a href="mailto:monthersh@cmwu.ps">monthersh@cmwu.ps</a>
CMWU	Eng. Maher El Najjar	Deputy General Director for planning and policies -Chief engineer	08 2881446	0599267104	<a href="mailto:m_najjar60@cmwu.ps">m_najjar60@cmwu.ps</a>
CMWU	Eng. Ashraf Mushtaha	Director of Environmental Affairs and MIS Departments	08 2881446	0599-487742	<a href="mailto:amushtaha@cmwu.ps">amushtaha@cmwu.ps</a>
CMWU	Eng. Zaidan Dhman	Customer Service Department Manager	08 2881446	0599189226	<a href="mailto:zdhman@cmwu.ps">zdhman@cmwu.ps</a>
CMWU	Eng. Yasmine Bashir	Project Coordination& Fund Raising officer	08 2881446	0599167654	<a href="mailto:ybasheer@cmwu.ps">ybasheer@cmwu.ps</a>
CMWU	Eng. Yehia abu Obaid	Advisor to the General Director for Wastewater Affairs	08 2881446	0599170915	<a href="mailto:y.obaid@cmwu.ps">y.obaid@cmwu.ps</a>
CMWU	Eng.Maged Zakout	Electromicanical System Dev.& Maintenance Manager	08 2881446	0598775121	<a href="mailto:mzaqot.cmwu.ps">mzaqot.cmwu.ps</a>
CMWU	Eng. Omar Shatat	Director of Operational&Technical Directorate.	08 2881446	0599784463	<a href="mailto:oshatat@cmwu.ps">oshatat@cmwu.ps</a>
CMWU	Mr. Nael Mushtaha	Finance department Manager	08 2881446	0599713077	<a href="mailto:nmushtaha@cmwu.ps">nmushtaha@cmwu.ps</a>
Khan Younis municipality	Eng. Yahya Al Astal	Mayor of Khan Younis municipality	08 2053062	0599403500	<a href="mailto:khandirector@hotmail.com">khandirector@hotmail.com</a>

<b>Abasan Jadida municipality</b>	Mr. Samir Abu Tuaimah	Deputy Mayor	08 2072373		<a href="mailto:tarekreida19681@hotmail.com">tarekreida19681@hotmail.com</a>
<b>Abasan Jadida municipality</b>	Mr. Tarek Abu Raida	Accountant	08 2072373	0599820369	<a href="mailto:tarekreida19681@hotmail.com">tarekreida19681@hotmail.com</a>
<b>Abasan Kabira Municipality</b>	Eng. Mostafa Al Shawaf	Mayor	08 2073505	0599469666	<a href="mailto:abasankab@yahoo.com">abasankab@yahoo.com</a>
<b>PWA</b>	Eng. Rebhy El Sheikh	PWA deputy Chairman	082833609	0599267103	<a href="mailto:ralsheikh@pwa-gpmu.org">ralsheikh@pwa-gpmu.org</a>
<b>Gaza city Municipality</b>	Eng. Nezar Hejazy	Mayor	08 2844055	0595222440	<a href="mailto:gm@mogaza.org">gm@mogaza.org</a>
<b>Gaza city Municipality</b>	Eng. Sa'ad Eddin Atbash	Head of Water & Wastewater Department	08 2844055	0599815655	<a href="mailto:gm@mogaza.org">gm@mogaza.org</a>
<b>PWA</b>	Mr. Ahmed AlYaqubi	Water Resources Technical Adviser	08 2833609	0599 425726	<a href="mailto:ahmadyaqubi@hotmail.com">ahmadyaqubi@hotmail.com</a>
<b>Jabalia Al Nazlh Municipality</b>	Mr. Essam Joudh	Mayor	08 2475780	0599417196	<a href="mailto:jab.mun@hotmail.com">jab.mun@hotmail.com</a>
<b>Jabalia Al Nazlh Municipality</b>	Eng. Hamdy Mutair	Manager of Water & Sewage Department	08 2476014	0599189145	<a href="mailto:H_Mutair@hotmail.com">H_Mutair@hotmail.com</a>

**Appendix (2)**

1. Copy of MoU between CMWU & Municipalities, WWTP in Middle Area, KfW fund.
2. CMWU decisions on Municipalities joining CMWU.
3. CMWU decisions to merge Rafah municipal bill with CMWU water bill.
4. CMWU decision on charging municipalities a share of O& M costs.

## 1. Copy of MoU between CMWU &amp; Municipalities, WWTP in Middle Area, KfW fund.

**مذكرة تفاهم**

برعاية ومشاركة:

وزارة الحكم المحلي وسلطة المياه الفلسطينية

تم الاتفاق بين كل من

مصنحة مياه بلديات الساحل

و

البلديات: بلدية غزة وبلديات المنطقة الوسطى (النصيرات، دير البلح، البريج، المغازي، وادي السلقا، المصدر، الزوايدة، الزهراء، المغرافة، وادي غزة)

إنه في يوم الخميس الموافق 2015/05/14 م تم الاتفاق والتوقيع على مذكرة التفاهم بين الأطراف المذكورة أعلاه بصفتها التمثيلية ومسؤوليتها القانونية وعلى وجه الخصوص فيما يخص إدارة تصميم وتنفيذ وتشغيل وصيانة مرافق محطة معالجة الصرف الصحي وتوابعها لمدينة غزة والمنطقة الوسطى طبقاً للاتفاقية:-

**مقدمة:**

حيث أن منظمة التحرير الفلسطينية تلقت دعماً مالياً كمتحة من الحكومة الألمانية بمبلغ قدره 70 مليون يورو تقريباً من أجل تمويل إنشاء مشروع محطة معالجة مياه الصرف الصحي لمدينة غزة والمنطقة الوسطى والذي يحمل اسم المرافق في هذه المذكرة، و يشمل الأجزاء التالية:

الأول: محطة المضخات الرئيسية والخطوط الناقلة.

والثاني: محطة المعالجة وتوابعها.

وأخذت رغبة جميع أطراف مذكرة التفاهم على التعاون التام لإنجاح المشروع وتحقيق الاستفادة القصوى منه في حل مشاكل التلوث البيئي ورفع مستوى الصحة العامة بالمناطق المستفيدة من المشروع بالمشاركة مع كافة الجهات المعنية وجوهية للبنية التحتية.

**الغرض من مذكرة التفاهم:**

الاتفاق على تحديد أدوار ومسؤوليات وواجبات وحقوق جميع الأطراف الموقعة على هذه المذكرة.

1. مصنحة مياه بلديات الساحل (المشغل): باعتبارها الجهة المسؤولة عن إدارة تصميم وإنشاء وتشغيل وصيانة مرافق المحطة المضخات الرئيسية والخطوط الناقلة، ومصنع معالجة وتوابعها).

2. **البلديات:** بلدية غزة وبلديات المنطقة الوسطى (النصيرات، دير البلح، البريج، المغازي، وادي السلقا، المصدر، الزوايدة، الزهراء، المقرقة، وادي غزة) باعتبارهم المستفيد المباشر من المرافق وكجهات مسؤولة عن شبكة المياه والصرف الصحي داخل نفوذها، ورفع كفاءة الشبكة، وجباية فاتورة المياه والصرف الصحي، وعليها ان تدفع للمشغل تكاليف التشغيل والصيانة للمرافق كحد أدنى لضمان ديمومة هذه المرافق.
3. **وزارة الحكم المحلي:** باعتبارها الجهة الحكومية المسؤولة عن الاشراف والمراقبة على البلديات ومصحة المياه، من اجل قيام طرفي المذكرة (مصحة مياه بلديات الساحل والبلديات) بدورهم وتقديم المساعدة اللازمة طبقاً للسياسات الحكومية.

وبناء على كل ما سبق، فلقد اتفق جميع أطراف هذه المذكرة على ما يلي:

#### **المادة الأولى:**

- 1- تعتبر المقمة والغرض من مذكرة التفاهم جزءاً لا يتجزأ من هذه المذكرة.
- 2- يعتبر هذا المشروع ملكاً للسلطة الوطنية الفلسطينية و تخول مصحة مياه بلديات الساحل حسب الاتفاق الموقع بين السلطة الوطنية الفلسطينية و بنك التنمية الألماني (KfW) بإدارة أعمال التحضير والتصميم والتنفيذ وتشغيل المشروع (المرافق) طبقاً للتوجيهات الحكومية واللجنة التوجيهية.

#### **المادة الثانية: هيكلية إدارة المشروع**

تقوم هيكلية المشروع على الأقسام الرئيسية التالية:

- 1- بنك التنمية الألماني (KfW) بصفته الجهة المتبرعة بالمشروع وتمثل الحكومة الألمانية.
- 2- مصحة مياه بلديات الساحل بصفتها الجهة المخولة بإدارة أعمال التحضير والتصميم والتنفيذ وتشغيل المرافق.
- 3- اللجنة التوجيهية للمشروع:

(أ) تشكل اللجنة التوجيهية للمشروع من كل من:

1. ممثل عن وزارة الحكم المحلي.
2. ممثل عن مصحة مياه بلديات الساحل.
3. ممثل عن بلدية غزة.
4. ممثل عن بلديات المحافظة الوسطى (بلدية دير البلح - بلدية النصيرات - بلدية البريج).
5. ممثل عن سلطة المياه الفلسطينية.
6. سلطة جودة البيئة.
7. سكرتير اللجنة: مدير وحدة ادارة المشروع

(ب) نطاق عمل اللجنة التوجيهية وصلاحياتها:

- 1) تشكل اللجنة التوجيهية في مدة أقصاها أسبوع من توقيع هذه المذكرة بقرار من وزارة الحكم المحلي بعد التشاور مع كافة الجهات المشار إليها سابقاً.



Handwritten signatures and stamps of the steering committee members, including the Ministry of Local Government, the Gaza Municipality, and the Palestinian Water Authority.

- (2) تعمل اللجنة التوجيهية على ضمان تحقيق أهداف المشروع واستمراريته من خلال متابعة نشاطات المشروع في جميع المراحل، وتوجيه الجهات التنفيذية من خلال لقاءات دورية (كل شهر مرة على الأقل)، تقدم خلالها وحدة إدارة المشروع تقارير شهرية لهذه اللجنة من أجل مناقشتها وتقديم الاقتراحات المناسبة واتخاذ القرارات المتعلقة بالتعديلات على مكونات المشروع خلال إعداد الدراسات والتصاميم وقبل البدء بتنفيذه.
- (3) تساهم اللجنة التوجيهية في تدليل كافة العقبات التي قد تواجه جهة التنفيذ من خلال علاقتها مع كافة السلطات المحلية والحكومية ومع السكان المجاورين للمشروع.
- (4) إذا حدث خلاف بين أعضاء اللجنة التوجيهية على أي موضوع ولم يتمكن أعضاء اللجنة من التوافق على قرار ملاتم، يرفع الأمر إلى وزارة الحكم المحلي، و التي بدورها تتشاور مع جميع الجهات المختصة ومن ثم تتخذ الإجراء المناسب.

#### 4- وحدة إدارة المشروع

- تتكون وحدة إدارة المشروع بناء على الاتفاق الموقع بين السلطة الوطنية الفلسطينية و بنك التنمية الألماني (KFW) من مدير الوحدة و مهندس متخصص في الصرف الصحي و محاسب بعقد مؤقت و سكرتيره مع الاعتماد على الكفاءات المتوفرة في المصلحة و الجهات الأخرى عند اللزوم ، وتختص بما يلي:
- الإشراف العام على التنفيذ من خلال الإشراف على استشاري المشروع في مراحل التصميم وإعداد وثائق العطاء.
  - فتح مطاريف العطاءات المقدمة من المقاولين و الاستشاريين، تقييم العروض، الترسية على المقاول/ الاستشاري بعد موافقة اللجنة التوجيهية.
  - مراجعة التصاميم وعرضها على ذوي الاختصاص للمرجعة و ادراج الملاحظات واعتمادها للتنفيذ.
  - اعتماد المستخلصات والدفعات المالية المقدمة من قبل المقاول.
  - تنظيم وحضور الاجتماعات الخاصة بالمشروع ومتابعة التقدم في تنفيذ الأعمال.
  - اعداد التقارير الفنية و المالية وتقديمها إلى مصلحة المياه و اللجنة التوجيهية.



5- الاستشاري الدولي الرئيسي و المسئول عن الإشراف عن المشروع (المهندس)

6- المقاول المكلف بتنفيذ المشروع

#### المادة الثالثة: المهام والمسئوليات

أولاً: مصلحة مياه بلديات الساحل

تتولى مصلحة بلديات الساحل ومن خلال وحدة ادارة للمشروع المسئوليات التالية:

Handwritten signatures and stamps of the relevant parties, including the Ministry of Planning and the Coastal Municipalities Water Utility, are present at the bottom of the page.

1. إدارة المشروع في جميع مراحله التصميمية، التنفيذية، والإشرافية، حتى استلامه وتشغيله، وبالتسليم الكامل والاتفاق مع اللجنة التوجيهية.
2. الإعلان عن المناقصات بعد أخذ الموافقة من اللجنة التوجيهية.
3. ترسيه العطاءات على المفاوضين بعد موافقة اللجنة التوجيهية.
4. تعمل مصلحة مياه بلديات الساحل من خلال وحدة إدارة المشروع و الاستشاري الدولي على ضمان حسن سير المشروع فنياً ومالياً حسب الاتفاقية الموقعة مع جهة التمويل وتوصيات اللجنة التوجيهية.
5. اعداد خطة متكاملة وتصيلية لإدارة وتشغيل وصيانة المرافق وعرضها للجنة التوجيهية ومن ثم على وزارة الحكم المحلي لاعتمادها.
6. تقديم تحليل للتكاليف التشغيلية مرفقة بمنكرة حسابية لجميع بنود التكلفة وتقدير سعر التكلفة التشغيلية لمعالجة المتر المكعب مبنياً على تغطية تكاليف التشغيل والصيانة ويشمل هذا التحليل أية إيرادات عن منتجات متوقعة من هذا المرفق وتقديمه إلى وزارة الحكم المحلي، ليكون مدخلا لصياغة التعرفة في البلديات لخدمات المياه والصرف الصحي.
7. العمل على التحسين المستمر للكفاءة الفنية لعملية التشغيل من حيث جودة المياه المعالجة طبقاً لما هو محدد في تصميم المحطة وتوليد الطاقة بأفضل كفاءة ممكنة.
8. الحفاظ على المرافق وتوفير الحراسة والإدارة والحفاظ على جميع الوثائق الخاصة بالتصميم والتنفيذ والتشغيل والصيانة.
9. جدولة وبرمجة الأعمال الخاصة بالتشغيل والصيانة وتوثيقها.
10. العمل على خفض تكاليف التشغيل بقدر الامكان مع المحافظة على أعلى كفاءة مناسبة.
11. تسجيل وتوثيق وحفظ جميع المعلومات والبيانات الخاصة بالمرفق (الفنية، المالية، المحاسبية، الادارية)، واية معلومات اخرى تخص المرافق.
12. اصدار تقارير ربع سنوية وسنوية فيما يخص مراحل التصميم و الانشاء وتشغيل وصيانة المرافق، وتوزيعها أطراف المنكرة.
13. تبني برامج تدريبية وتوعويه لخدمة اهداف المشروع.



ثانياً: البلديات: بلدية غزة وبلديات المنطقة الوسطى (النصيرات، دير البلح، البريج، المغازي، وادي السلقا، المصدر، الزوايد، الزهراء، المرافقة، وادي غزة)



وهي الجهات المستفيدة من المشروع بشكل مباشر وتمثل السكان المشتركين في خدمة المياه والصرف الصحي وبالتالي تقوم البلديات بدفع مقابل هذه الخدمة التي سيقوم بها المشغل وطبقاً للمحددات التالية:

1. تقوم البلديات بدفع تكاليف الإدارة والتشغيل للمرافق، وتفاصيل ذلك طبقاً للمعقد التصيلية الخاصة بهذا الأمر.
2. يتم تقسيم تكاليف التشغيل والصيانة على البلديات المستفيدة من المرافق بنسبة ما يصل إلى المحطة من مياه الصرف الصحي من كل بلدية على حدة بوحدة المتر المكعب.

١٤٠٤-١١-١١

Handwritten signatures and dates in Arabic, including the date 11/11/2014.

3. اعداد تقارير شهرية عن: كميات المياه المنتجة ومياه الصرف الصحي من كل بلدية الى محطة الضخ الرئيسية وقيمة الجباية الشهرية ونسبة التحصيل من اجمالي الفاتورة وتقديمها إلى وزارة الحكم المحلي.
4. تقوم البلديات بتحسين الكفاءة التقنية لشبكات المياه و تحسين نسبة تحصيل الرسوم و العوائد من متلقي خدمات المياه و الصرف الصحي بما يتلاءم مع تكاليف تشغيل وصيانة أنظمة المياه و الصرف الصحي بمساعدة ودعم من وزارة الحكم المحلي واستناداً لأنظمة التعرفة التي يتم اعتمادها من سلطة المياه الفلسطينية.
5. من أجل ابقاء البلديات بالتزاماتها، تقوم البلديات برفع كفاءة الجباية من المشتركين ورفع قيمة التعرفة من خلال خطة وجدول زمني محدد (لا يزيد عن خمسة سنوات)، بإشراف وزارة الحكم المحلي و سلطة المياه.
6. تجميع مياه الصرف الصحي وتوصيلها لمحطة الضخ الرئيسية مع عمل الصيانة الدورية والوقائية اللازمة لضمان تدفق مياه الصرف الصحي الناتج من كل بلدية الى محطة المعالجة، وعدم صرفها لأي مكان آخر.
7. ضمان عدم وصول أي ملوثات صناعية قد تؤثر على عمليات المعالجة في المحطة.

#### ثالثاً: وزارة الحكم المحلي

1. تقوم وزارة الحكم المحلي بمساعدة البلديات ومصحة المياه من أجل القيام بواجباتها طبقاً لهذه المذكرة والاتفاقيات والتعاقدات المراد توقيعها لاحقاً.
2. تتعهد وزارة الحكم المحلي بالزام البلديات بتطبيق نظام التعرفة الجديد بعد إقراره ومن بداية السنة الأولى لتشغيل محطة المعالجة وتوفير الدعم الحكومي اللازم للبلديات لتطبيق نظام التعرفة.
3. تُلزم وزارة الحكم المحلي البلديات بتفعيل وتحسين نظام الجباية وتقديم جميع التسهيلات والمساعدات من الحكومة بهذا الخصوص لتمكينها من الإيفاء بالتزاماتها.
4. إن وزارة الحكم المحلي و بصفتها كمثل الحكومة الفلسطينية في هذه الاتفاقية، تضمن استمرار تشغيل المحطة وإن يقوم كل طرف بحمل المسؤوليات الخاصة به، وتنفيذ الواجبات المنوطة به والمذكورة في هذه الاتفاقية.



#### المادة الرابعة: الاتفاقيات و التعاقدات بعد هذه المذكرة

يشرح الأطراف المشتركين في هذه المذكرة و فور التوقيع عليها بالآتي:

1. اعداد نظام التعرفة الموحد لخدمات المياه والصرف الصحي في البلديات والذي يستند على اساس تغطية تكاليف التشغيل والصيانة، والذي يظهر به الزيادة التصاعدية في تطبيق التعرفة بما يتلاءم مع التكلفة.
2. اعداد وتوقيع اتفاقية بين مصحة مياه بلديات الساحل والبلديات لتغطية تكاليف تشغيل المرافق، ويظهر فيها كيفية دفع الالتزامات المالية من المستفيدين إلى المشغل.
3. السعي لتوفير دعم مالي لتغطية جزء من مصاريف التشغيل والصيانة لمدة 5 سنوات من الجهات المشغلة.
4. اعداد ملاحق لأي مجال من مجالات التعاون بين الأطراف إذا لزم الأمر.



5

Handwritten signatures and stamps are present at the bottom of the page, including a large signature on the right and several smaller ones on the left and center.



## 2. CMWU decisions on Municipalities joining CMWU

**Palestinian National Authority**  
Coastal Municipalities Water Utility  
Head Quarter – Gaza  
VAT NO. 757600192



**السلطة الوطنية الفلسطينية**  
مصلحة مياه بلديات الساحل  
المقر الرئيسي - مدينة غزة  
مستقل مريض 757600192

التاريخ: 2015/02/03

## قرار

### تشكيل اللجنة العليا الخاصة

### باستكمال انضمام البلديات الى مصلحة مياه بلديات الساحل

استناداً إلى الصلاحيات المخولة لنا كرئيس مجلس إدارة مصلحة المياه، واستناداً على توصيات مجلس الإدارة في جلسته الأخيرة رقم (75) بتاريخ 2015/1/21 وانسجاماً مع النظام الأساسي لمصلحة المياه بضرورة استكمال انضمام البلديات الى المصلحة، فقد تقرر التالي:

أ- تشكيل لجنة برئاسة السيد م. سفيان أبو سمرة وكيل وزارة الحكم المحلي (عضو مجلس الإدارة) وعضوية السادة التالية أسماؤهم:

1. م. يحيى الأسطل - رئيس بلدية خان يونس (عضو مجلس الإدارة)
2. أ. حماد الرقب - رئيس بلدية بني سهيلا (عضو مجلس الإدارة)
3. م. منذر شبلاق - مدير عام مصلحة المياه
4. أ. معنوح الغزالي - نائب المدير العام للشؤون المالية والإدارية

ب- تقوم اللجنة بدراسة المقترح الذي سيقيم من الإدارة العليا للمصلحة والخاص بانضمام البلديات الى مصلحة المياه مع وضع جدول زمني ملائم للبلديات لاستكمال آلية النقل المالي والإداري لمصلحة المياه.

ج- ترفع اللجنة تقريرها وتوصياتها بالخصوص للمناقشة خلال جلسة مجلس الإدارة.

د. ماجد عوني أبو رمضان  
رئيس مجلس إدارة مصلحة المياه



نسخة:

المحترمين

السادة / أعضاء اللجنة

Gaza Tel: 00972 8 2881446, Fax 00972 8 2881445  
Coastal Municipalities Water Utility  
Head Quarter Abdul Nasser St. - Abu Shaaban Building - P.O. Box 5052  
Gaza - Palestine

**Palestinian National Authority**  
Coastal Municipalities Water Utility  
Head Quarter – Gaza  
VAT NO. 757600192



**السلطة الوطنية الفلسطينية**  
**مصلحة مياه بلديات الساحل**  
**المقر الرئيسي - مدينة غزة**  
مشغل مرخص 757600192

التاريخ: 2015/02/03

## قرار

### تشكيل اللجنة الفنية الخاصة

### باستكمال انضمام البلديات الى مصلحة مياه بلديات الساحل

استناداً إلى الصلاحيات المخولة لنا كرئيس مجلس إدارة مصلحة المياه، واستناداً على توصيات مجلس الإدارة في جلسته الأخيرة رقم (75) بتاريخ 2015/1/21 وانسجاماً مع النظام الاساسي لمصلحة المياه بضرورة استكمال انضمام البلديات الى المصلحة، فقد تقرر التالي:

1. تشكيل لجنة من الأعضاء التالية أعضاؤهم:

- |                     |  |          |
|---------------------|--|----------|
| 1. م. منذر شبلاق    | - مدير عام مصلحة المياه                      | / رئيساً |
| 2. م. ماهر النجار   | - نائب المدير العام لشئون التخطيط والسياسات  | / عضواً  |
| 3. أ. ممدوح الغزالي | - نائب المدير العام للشئون المالية والإدارية | / عضواً  |
| 4. م. عمر شحات      | - نائب المدير العام للشئون الفنية            | / عضواً  |

2. تقوم اللجنة باعداد تصور لالية انضمام البلديات الى مصلحة المياه وذلك بدراسة الوضع القائم في كل بلدية على حدى والمعوقات التي قد تحول دون ذلك.

3. ترفع اللجنة تقريرها وتوصياتها بالخصوص الى اللجنة العليا الخاصة بالموضوع لدراسته ووضع تصور يرفع لمجلس الإدارة.

*Maqan*  
د. ماجد عوني أبو رمضان  
رئيس مجلس إدارة مصلحة المياه

Gaza Tel: 00972 8 2881446, Fax 00972 8 2881445  
Coastal Municipalities Water Utility  
Head Quarter Abdul Nasser St. – Abu Shaaban Building – P.O. Box 5052  
Gaza - Palestine

## 3. CMWU decisions to merge Rafah municipal bill with CMWU water bill.

**Palestinian National Authority**  
Coastal Municipalities Water Utility  
Head Quarter –Gaza  
VAT NO. 757600192



**السلطة الوطنية الفلسطينية**  
مصلحة مياه بلديات الساحل  
المقر الرئيسي - مدينة غزة  
مشتتل مرخص 757600192

التاريخ: 22 يناير 2015

### قرار رقم (2015/04)

#### فاتورة المياه في رفح

استناداً إلى توصيات مجلس الإدارة في جلسته الأخيرة المنعقدة بتاريخ 2015/01/22، فقد تقرر ما يلي:

أ. تشكيل لجنة من الأخيرة التالية أسماؤهم:

- |                     |                                |
|---------------------|--------------------------------|
| 1. م. زيدان دهمان   | مدير خدمات المشتركين           |
| 2. م. محمد العويني  | مدير خدمات المشتركين / مقر رفح |
| 3. أ. محمد زعرب     | بلدية رفح                      |
| 4. م. اسماعيل الهمص | بلدية رفح                      |

ب. تقوم اللجنة بدراسة البية اضافة بند النظافة على فاتورة المياه في مدينة رفح، وانعكاس ذلك على فاتورة مصلحة المياه.

ج. ترفع اللجنة تقريرها مشتملاً على التوصيات الخاصة بألية الدمج وسبل تحسين التحصيل لدى مصلحة المياه وبلدية رفح للمدير العام خلال اسبوع من تاريخه، وذلك للعرض على مجلس الإدارة.



Gaza 757600192 & 7581445  
00972 & 2881445  
Coastal Municipalities Water Utility  
Head Quarter Abdul Nasser St. - AbuShaaban Building- P.O. Box 5032  
Gaza - Palestine

**Palestinian National Authority**  
Coastal Municipalities Water Utility  
Head Quarter – Gaza  
VAT NO. 757600192



**السلطة الوطنية الفلسطينية**  
مصلحة مياه بلديات الساحل  
المقر الرئيسي - مدينة غزة  
مستقل مرخص 757600192

التاريخ: 2015/3/29

## قرار

### إعادة تشكيل اللجنة الخاصة بدراسة دمج فاتورة بلدية رفح مع فاتورة مصلحة المياه

استناداً إلى الصلاحيات المخولة لنا كرئيس مجلس إدارة مصلحة المياه، فقد قررنا ما يلي:

أولاً: يعاد تشكيل اللجنة المكلفة بدراسة دمج فاتورة بلدية رفح مع فاتورة مصلحة المياه على النحو التالي:

- |                     |                |          |
|---------------------|----------------|----------|
| 1. أ. مندوح الغزالي | - مصلحة المياه | (رئيساً) |
| 2. أ. نائل مثنهى    | - مصلحة المياه | (عضواً)  |
| 3. م. محمد العويني  | - مصلحة المياه | (عضواً)  |
| 4. أ. محمد زعرب     | - بلدية رفح    | (عضواً)  |
| 5. م. اسماعيل الهمص | - بلدية رفح    | (عضواً)  |

ثانياً: تقوم اللجنة بالمهام التالية:

- وضع حلول عملية لدمج فاتورة بلدية رفح الشهرية مع فاتورة مصلحة المياه.
- بيان الإجراءات الواجب اتباعها لتحسين جباية الفاتورة بعد الدمج والعمل على تطبيقها.
- إعداد دراسة عن التكلفة المالية المترتبة على دمج الفاتورة.
- وضع الإطار القانوني لتنفيذ الإجراءات المعتمدة بالخصوص.
- عمل تقرير بنتيجة أعمال اللجنة والتوصيات يتم اعداده خلال أسبوعين من تاريخه.

ثالثاً: تمنح اللجنة كافة التسهيلات اللازمة ولها الحق في الاستعانة بمن تراه مناسباً لأداء مهامها.

رابعاً: تتم مراجعة عمل اللجنة وما ترتب على موضوع دمج الفاتورة خلال فترة ثلاثة شهور من تفعيل عمل اللجنة.

د. ماجد عوني أبو رمضان  
رئيس مجلس إدارة مصلحة المياه




نسخة:

المادة / أعضاء مجلس الإدارة  
مدير عام مصلحة المياه  
أعضاء اللجنة  
المحترمين  
المحترم  
المحترمين

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Coastal Municipalities Water Utility  
Head Quarter Abdul Nasser St. – Abu Shaaban Building – P.O. Box 5052  
Gaza - Palestine

## 4. CMWU decision on charging municipalities a share of O&amp; M costs.

Palestinian National Authority  
Coastal Municipalities Water Utility  
Head Quarter - Gaza



السلطة الوطنية الفلسطينية  
مصلحة مياه بلديات الساحل  
المقر الرئيسي - مدينة غزة

### جلسة مجلس إدارة مصلحة المياه

غزة: 2013/07/03

جلسة رقم ( 66 / 2013 )

قرار رقم 2013 / 07 / 01

قرر مجلس الإدارة ما يلي:

<ul style="list-style-type: none"> <li>تقوم البلديات بدعم المصاريف التشغيلية لمصلحة المياه بنسبة 10% من إجمالي أعمال الصيانة والتشغيل التي تقوم بها مصلحة المياه في نفوذ كل بلدية ابتداء من 2013/7/1.</li> </ul>	1/1
--	-----

Handwritten signatures and initials in blue ink, including the name 'Hafsa' and several illegible signatures.

Gaza Tel: 00972 8 2881446. Fax 00972 8 2881445  
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Abd Nasser St. - Abu Shaaban Building - Fifth floor - P.O. Box 5052  
Gaza - Palestine

Palestinian National Authority  
Coastal Municipalities Water Utility  
Head Quarter - Gaza



السلطة الوطنية الفلسطينية  
مصلحة مياه بلديات الساحل  
المقر الرئيسي - مدينة غزة

### جلسة مجلس إدارة مصلحة المياه

غزة: 2013/07/03

جلسة رقم ( 66 / 2013 )

قرار رقم 2013 / 07 / 02

قرر مجلس الإدارة ما يلي:

<ul style="list-style-type: none"> <li>• استكمال عمل اللجنة المكلفة بدراسة مقترح دعم البلديات للمصاريف التشغيلية لمصلحة المياه ووضع آلية لتمديد البلديات للقسط المالي وفق تصنيف البلديات داخل مصلحة المياه وخاصة تلك التي لا ترتبطها علاقة مالية بمصلحة المياه (غزة وجباليا)</li> </ul>	2/1
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Handwritten signatures and initials in blue ink, including the name 'Maya' and several illegible signatures.

## Appendix (3)

### 1. WSRC letter to Gaza city Municipality.



التاريخ : 20/5/2015

السيد :م. نزار هاشم حجازي المحترم  
رئيس بلدية غزة  
السلام عليكم ورحمة الله وبركاته وبعد،

#### الموضوع: تعريف بمجلس تنظيم قطاع المياه وطلب بيانات للعام 2013

بالإشارة الى الموضوع أعلاه والى الاجتماع المعقود في مكتبكم مع السيد / رامز المدهون مستشار مجلس تنظيم قطاع المياه، أرجو العلم بأن مجلس تنظيم قطاع المياه تشكل بموجب قرارى مجلس الوزراء رقم (04 /06/م.و.ر.ح) ورقم (03 / 06 / 17 / م.و.ر.ح) الصادرين يوم 2014 /7/8 بموجب قانون المياه الجديد رقم 14 لسنة 2014 ( مرفقات).

يهدف المجلس الى مراقبة كل ما يتعلق بالنشاط التشغيلي لمقدمي خدمات المياه، بما يشمل الانتاج والنقل والتوزيع والاستهلاك وإدارة الصرف الصحي، وذلك من أجل ضمان جودة وكفاءة خدمات قطاع توفير المياه وخدمات الصرف الصحي في فلسطين الموفرة للمستهلكين وبأسعار مناسبة، ويتمتع المجلس بالإستقلالية المالية والإدارية ويقدم تقاريره مباشرة الى مجلس الوزراء.

وان من ابرز مهام المجلس بموجب القانون رقم 14 لسنة 2015:

1. المصادقة على اسعار المياه
2. إصدار التراخيص لمراقى المياه وأي مشغل يقوم بإنشاء او إدارة او تشغيل منشأة لتزويد او تحلية او معالجة المياه او جمع و معالجة مياه الصرف الصحي وفرض رسوم التراخيص
3. مراقبة وفحص مدى الإمتثال للشروط والمتطلبات والمؤشرات المنصوص عليها في التصاريح والتراخيص
4. وضع الأسس لتنظيم مقدار ونسب مساهمة الهيئات المحلية في الجمعيات العمومية لمراقى المياه

وبالاستناد للصلاحيات والمهام المذكورة فقد باشرنا بمراجعة تقرير مؤشرات الأداء لمزودي خدمات المياه والصرف الصحي في الأراضي الفلسطينية للعام 2013، ولقد تم تأخير إصدار هذا التقرير بسبب نقص المعلومات والبيانات عن مزودي خدمات المياه في قطاع غزة (البلديات ومصلحة مياه بلديات الساحل) مما يؤثر على مصداقية وموضوعية التقرير.

ولقد كلف مجلس تنظيم قطاع المياه السيد/ رامز المدهون بمهمة مراجعة وتوضيح وتصحيح بيانات العام 2013 والحصول على بيانات موثقة ومتكاملة من مزودي الخدمة والبلديات في قطاع غزة وذلك لتوضيح حالة ومستوى خدمات المياه والصرف الصحي في قطاع غزة أمام الجهات المحلية والدولية وجميع المهتمين .

برج خلف التجاري، شارع الروضة، البيرة - فلسطين - ص.ب 4097 - هاتف : +970 2 240 12 94 فاكس : +970 2 240 12 95  
Khalaf Building, Al Bireh - Palestine - P.O.Box 4097 - Tel.: + 970 2 240 12 94 Fax: + 970 2 240 12 95  
www.wsrc.ps email: info@wsrc.ps



إن مدينة غزة وبلدية غزة ذات وزن نوعي عالي جدا في قطاع خدمات المياه والصرف الصحي ولن يكون أي تقرير متعلق بمستويات الخدمة دقيق أو موضوعي في غياب بيانات بلدية غزة. ولما وجدنا ان بيانات بلدية غزة غير مشمولة ضمن البيانات التي تم تزويدنا بها من قبل مصلحة مياه بلديات الساحل ، فإننا نرجو منكم التكرم بتزويدنا بالبيانات الفنية والمالية الخاصة بخدمة المياه والصرف الصحي حسب النموذج الذي سلمه لكم السيد / رامز المدهون أثناء الاجتماع معكم في مقر بلدية غزة يوم الثلاثاء 2015/5/19 بحضور كل من السادة م. سعد الدين الأطيش مدير دائرة المياه والصرف الصحي في بلدية غزة والسيد / ممدوح الغزالي - نائب مدير عام مصلحة مياه بلديات الساحل للشؤون المالية.

وتفضلوا بقبول فائق الاحترام،،

(ب)  
عبدالكريم أسعد

رئيس مجلس إدارة مجلس تنظيم قطاع المياه

نسخة الي:

السيد/ وزير الحكم المحلي

السيد / نائب رئيس سلطة المياه

السيد/ مدير عام مصلحة مياه بلديات الساحل

**Appendix (4)**

Photographs for some CMWU facilities





Water Well - Nusairat



Al Moghraga Water Tank



Khanyounis Wastewater Treatment Plant



Khanyounis Wastewater Treatment Plant



Contamination of treated wastewater before pumping it to the sea



New Well in Wadi Al Salga

**Appendix (5)**

1. PI data sheet – Report for CMWU- Rafah municipality region.
2. PI data sheet – Report for Jabalia Al Nazlh Municipality.
3. PI data sheet – Report for Beit Lahya Municipality.
4. PI data sheet – Report for Nusairat Municipality.
5. PI data sheet – Report for Dair al Balah Municipality.
6. PI data sheet – Report for Khan Younis Municipality.
7. PI data sheet – Report for Bani Suhaila.  
(Electronic versions)
8. Copy of O& M costs paid by CMWU for each municipality

NO.	Municipality	Annual Costs & Expenditures in NIS- التكاليف والمصاريف التشغيلية للبلديات والتي يتم تغطيتها بالمبلغ بالمشروع- سؤوبيا من مصلحة المياه الكلفة والمصاريف التشغيلية للبلديات والتي يتم تغطيتها بالمبلغ بالمشروع														%	
		Materials Supplies					Maintenance and repairs activities					Others					Total
		Chlorine and chemicals with associated dosing equipment	Diesel Fuel and associates	Pipes, meters and fittings	M&E equipment water facilities	M&E equipment-Wastewater facilities	Wastewater pumping and treatment facilities	Water pumping and treatment facilities	Water and wastewater networks	Generators for water and wastewater facilities	Electrical systems	Tools and equipment	Heavy Vehicles repair and maintenance	Laboratory testing for water and wastewater quality			
NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS	NIS			
1	Um Al-Nasser	5,250.00	13,860.00	0.00	2,100.00	0.00	0.00	3,150.00	0.00	3,150.00	525.00	0.00	700.00	28,735.00	0.24		
2	Beit Hanoon	73,500.00	52,834.32	35,000.00	18,900.00	17,500.00	35,000.00	26,250.00	490,000.00	29,750.00	2,450.00	80,500.00	28,000.00	1,400.00	891,084.32	7.59	
3	Beit Lahia	94,500.00	46,200.00	21,000.00	35,700.00	17,500.00	35,000.00	52,500.00	122,500.00	57,750.00	7,000.00	52,500.00	28,000.00	2,450.00	572,600.00	4.88	
4	Jabalia	228,375.00	110,836.88	7,000.00	28,000.00	35,000.00	70,000.00	42,000.00	12,250.00	52,500.00	0.00	0.00	52,500.00	5,250.00	643,711.88	5.48	
5	Caza	504,000.00	237,160.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	741,160.00	6.31	
6	Wadi Gaza	1,575.00	3,080.00	0.00	2,100.00	0.00	0.00	2,450.00	0.00	3,150.00	350.00	0.00	525.00	13,230.00	0.11		
7	Al Moghrakah	5,250.00	12,320.00	7,000.00	2,450.00	0.00	0.00	3,150.00	9,800.00	4,200.00	2,800.00	2,450.00	0.00	875.00	30,295.00	0.43	
8	Al Zahra	8,750.00	9,240.00	8,750.00	2,800.00	0.00	0.00	3,850.00	27,300.00	3,850.00	700.00	1,050.00	0.00	1,050.00	67,340.00	0.57	
9	Al Nussiate	70,000.00	46,200.00	24,500.00	38,150.00	17,500.00	35,000.00	49,000.00	28,000.00	59,500.00	7,000.00	4,200.00	10,500.00	2,450.00	392,000.00	3.34	
10	Al Buriej	10,500.00	12,320.00	5,250.00	20,650.00	17,500.00	7,000.00	28,000.00	17,500.00	36,750.00	2,100.00	700.00	0.00	2,450.00	160,720.00	1.37	
11	Al Maghazi	22,750.00	10,780.00	5,250.00	15,400.00	0.00	0.00	17,500.00	3,500.00	28,000.00	700.00	0.00	1,750.00	105,630.00	0.90		
12	Al Zawaida	22,750.00	8,932.00	5,250.00	10,850.00	17,500.00	3,500.00	19,600.00	27,300.00	19,250.00	2,800.00	0.00	0.00	1,400.00	139,132.00	1.19	
13	Al Musader	6,125.00	4,004.00	5,250.00	1,820.00	0.00	0.00	2,800.00	0.00	3,150.00	0.00	0.00	0.00	700.00	23,849.00	0.20	
14	Deir Al Balah	99,925.00	113,981.56	52,500.00	36,750.00	17,500.00	35,000.00	45,500.00	700,000.00	59,500.00	63,000.00	122,500.00	17,500.00	3,850.00	1,367,506.56	11.65	
15	Wadi Saqa	5,250.00	3,080.00	17,500.00	2,275.00	0.00	0.00	2,800.00	27,300.00	3,500.00	525.00	1,080.00	0.00	525.00	63,805.00	0.54	
16	Al Qarara	15,750.00	17,640.00	8,750.00	12,250.00	1,750.00	3,500.00	15,750.00	19,250.00	18,900.00	0.00	525.00	3,500.00	875.00	118,440.00	1.01	
17	Khan Younis	228,445.00	172,788.00	70,000.00	108,500.00	35,000.00	17,500.00	143,500.00	980,000.00	17,150.00	77,000.00	192,500.00	87,500.00	5,250.00	2,135,133.00	18.19	
18	Bani Suhaila	19,250.00	30,800.00	14,000.00	27,300.00	1,750.00	3,500.00	38,500.00	52,500.00	43,750.00	10,500.00	6,300.00	3,500.00	980.00	252,630.00	2.15	
19	Abassan Al Kabira	7,000.00	0.00	14,000.00	4,550.00	1,750.00	0.00	5,950.00	35,000.00	7,350.00	0.00	7,000.00	3,500.00	525.00	86,625.00	0.74	
20	Abassan Al Jadidah	0.00	0.00	7,000.00	4,200.00	1,750.00	0.00	5,425.00	0.00	6,650.00	0.00	0.00	3,500.00	525.00	29,050.00	0.25	
21	Kheza'a	0.00	0.00	7,000.00	3,850.00	1,750.00	3,500.00	4,900.00	7,000.00	5,950.00	0.00	1,750.00	3,500.00	525.00	39,725.00	0.34	
22	Al Fukhari	7,000.00	7,700.00	28,000.00	2,800.00	0.00	0.00	4,550.00	10,500.00	4,200.00	0.00	0.00	0.00	525.00	65,275.00	0.56	
23	Al Nasser	12,250.00	6,160.00	10,500.00	2,450.00	0.00	0.00	3,150.00	42,000.00	3,850.00	5,600.00	1,080.00	0.00	525.00	87,535.00	0.75	
24	Al Shokah	14,000.00	6,160.00	10,500.00	6,300.00	0.00	0.00	8,400.00	126,000.00	9,800.00	700.00	700.00	0.00	525.00	183,085.00	1.56	
25	Rafah	228,375.00	685,729.73	350,000.00	85,750.00	35,000.00	70,000.00	112,000.00	1,225,000.00	133,000.00	122,500.00	357,000.00	70,000.00	5,250.00	3,479,604.73	29.64	
	Total NIS	1,690,570.00	1,611,806.49	714,000.00	475,895.00	218,750.00	318,500.00	640,675.00	3,962,700.00	614,600.00	306,250.00	831,775.00	311,500.00	40,880.00	11,737,901.49	100.00	