



The Palestinian Water Authority



The Palestinian National Authority

Brief Report on  
**The Palestinian Water  
Sector Reform program**



March 2011



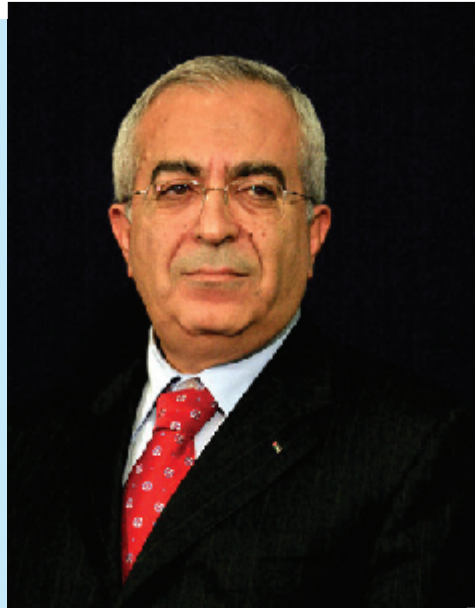


“It is not acceptable for the palestinian people  
to keep waiting until the final agreement; in  
order to drink fairly”

**H.E. Presedent Mahmoud Abbas  
Abu Mazen**







“The Relation on Water between Palestinians and Israelis should not be relation between Masters and Slaves”

**H.E. Dr. Salam Fayyad**  
**Prime Minister**



## Foreword

It was apparent not only to all of the Palestinian Water Authority (PWA) staff but also to the beneficiaries, supporters and decision/policy makers, for the water and wastewater sector, that the prevailing status quo in which this vital sector operates is not up to par. In reality, the current status quo does not even fulfill the basic requirements of our population. Establishing an independent and viable Palestinian state would require the existence of strong, transparent and accountable institutions able to respond the needs of our people.



This report details the challenges facing the Palestinian water sector in all of its dimensions (legal, institutional, technical, administrative, financial, etc.) and also shows the necessity to begin the immediate implementation of the required reform measures. This reform will be achieved on the basis of transparency, sustainability and accountability. The PWA must succeed in restructuring our water sector as we have committed ourselves in front of the entire world, and also to our own people, to have capable institutions in place to coincide with our statehood aspirations by September 2011. We are confident that all will understand the importance of a more effective water sector, and that other Palestinian governmental institutions will cooperate with us to achieve the anticipated goals from this vital reform program.

I would like to express our deepest gratitude to his Excellency Prime Minister Salam Fayyad for his commitment and support for the development and reform of our institutions, including this vital sector for all Palestinians.

I would also like to express my gratitude to all of the nations that offered their financial and technical support for this program, especially, the Norwegian government, World Bank, French Agency for Development and the Swedish Government.

Last, but not least, I would like to express my gratitude and appreciation to the PWA's advisors (most of whom are Palestinians) on their tremendous efforts in preparing this report.

Many difficult steps still remain; however, we are confident that with our consolidated effort we will be able to overcome the many challenges of reforming our water sector.

**Dr. Shaddad Attili**

Head of the Palestinian Water Authority



The Palestinian Water Authority



## General Introduction

Before a discussion about the need for water sector reform (water and wastewater), it is important to look at the situation from an historical perspective for a better understanding of the status quo. Therefore, this introduction will focus on the following:

- The historical dimension and its background; and
- The principles on which the reform plan was based on.

### First: The Historical Background

The history of Palestine's water sector first began under Ottoman control, transitioned to the British Mandate, and finally Israel's occupation of the entire Palestinian territories by means of two wars. In 1948, Israel gained control of the upper Jordan River after occupying land outside both the green and truce lines. By 1950, the West Bank was under Jordanian control and the Gaza Strip was under Egyptian control. This control was accompanied by the establishment of administrative bodies for the water sector, such as the Jerusalem Water Undertaking (JWU) (Refer to Annex 1) and the West Bank Water Department (WBWD) (**Refer to Annex 2**).

Following Israel's control of the Arab territories (West Bank, Gaza Strip, and Golan Heights) after the 1967 war, Israel assumed control of all water resources: surface and groundwater. Israel then issued military orders (**Refer to Annex 3**) that stated that all of the water resources in these territories was the property of the state of Israel and access to these resources, from this point forward, would require a special permit that could only be issued by a military governor. Israel then restricted the work of the existing JWU and WBWD. Following another military order in 1972, Israel established the Bethlehem Water and Sewage Authority (WSSA) (**Refer to Annex 4**).





Israeli control over water resources continued and did not end with the change in the political situation that accompanied the mutual recognition between the Palestinian Liberation Organization (PLO) and Israel. This was established by the signing of the Declaration of Principles Agreement in Oslo, Norway (Oslo Accord – Gaza and Jericho first) in 1993. This Declaration dictated the establishment of Palestinian autonomy by means of a transitional Palestinian Authority in 1995 for an envisioned period of 5 years. Afterwards, a Palestinian National Authority, along with its existing institutions, would be established to govern the West Bank and Gaza Strip. However, it would not include annexed lands, where Jewish Settlements were developed and Israeli military areas in both areas (Area C in the case of the West Bank), which was prior to the Israeli pullout of settlements from Gaza in 2005.

The Oslo Accord would be extended for five years, during which a fair and just solution would be found for the six permanent status issues of the Palestinian-Israeli conflict: borders, refugees, settlements, Jerusalem, security, and water rights.

In reference to these water rights, they were mentioned in the Transitional Stage Agreement (Oslo II) under Article 40, **Annex 3**: “The Economical Cooperation Protocol” of the transitional agreement entitled: “Water and Sewage” (**Refer to Annex 5**).

On the basis of this agreement, Israel recognized Palestinian water rights in the West Bank and postponed agreement until after the final status negotiations have been resolved. As a result of the Interim Agreement (Article 40), Israel agreed to allocate a total of 118 million cubic meters of water from existing sources (springs and water wells in the West Bank) to the Palestinian Authority. The Palestinian Authority was supposed to have been allowed to construct additional water wells that would add approximately 80 million cubic meters of water from the three water basins in the West Bank (Refer to Annex 6) but restriction of development of new resources by the Joint Water Committee did not allow drilling, except for a very small number of wells, with a total does not exceed 30 Million Cubic Meter out of the 80 Million Cubic meters agreed upon to be made available within five years of the interim period. Moreover, the new water developed was at the expense of the nearby wells and spring. In conclusion, the total water available from spring discharge and wells abstraction was estimated as 96 Million cubic meter (2009).

In accordance with Article 40, the Joint Water Committee (JWC) was established to deal with the development of water and wastewater related projects in the West Bank. These projects include, but are not limited to, water networks, tanks, drilling of wells, wastewater and sewerage projects. Most projects require the prior approval of the JWC, which also applies to Israel's projects within the boundaries of the West Bank (most of which are to service settlements).

As a result of the legal jurisdiction granted to Israel in Area C (61% of the West Bank's area) (**Refer to Annex 7**), projects which have obtained the JWC's approval are required to obtain a construction permit from the Israeli Civil Administration (ICA) if the project or any portion of it falls within Area C. This layer of bureaucracy has reinforced

Israel's control over most aspects regarding the development of both the water and wastewater sectors.

With the emergence of the Palestinian National Authority, the Palestinian Water Authority was established under a Presidential Decree No. 90 of 1995 (**Refer to Annex 8**). Water Law No. 2 of 1996 (Refer to Annex 9). This Decree stated that the PWA will have an independent legal stature. This would allow it to have an independent budget, report to the President of the PNA and would have a head of operations designated by the President of the PNA.

The Water Law founded a National Water Council (NWC) led by the President of the PNA. This law remained in effect until it was replaced with Water Law No. 3 of 2002 (**Refer to Annex 10**). Its purpose was to develop and manage water resources, increase output, improve quality, preserve the water resources, and protect the water resources from pollution and depletion. The law declared all water resources to be public property and entrusted the PWA with the management of both the water and wastewater sectors in addition to the projects associated with them. It also stated that all water and wastewater projects (digging of wells, exploration, extraction, collection, desalination, water treatment, and the establishment and or operation of any water/wastewater facility) must initially obtain a permit from the PWA.



The Water Law entrusted the PWA with the role of regulator and supervisor, by means of establishing regional water utilities, but without granting them the operational tools. This in turn left the establishment of these facilities in the hands of the PWA and a certain amount of responsibility to Local Authorities. It should be noted that the relationship between the organization of the sector and the establishment of its infrastructure was not clarified. This left the inception of regional utilities distributed between various entities that include civil societies.

It should be duly noted; the Local Authorities Law No. 1 of 1997 (**Refer to Annex 11**) dictates that local authorities are responsible for managing services, including water (drinking water). This includes supplying residents with suitable water for drinking or any other purpose, determining service requirements: water meters, pipes, organization, distribution, determining subscription prices and preventing the pollution of canals, wells, spring and basins.





## Second: The Basis of the Reform Plan:

### **The Audit Report on the PWA:**

After a request from the Head of the PWA in 2008, the Norwegian Government funded a study to review the Palestinian water sector. This report was entitled “An Audit of the Operations and Projects in the Water Sector in Palestine: The Strategic Refocusing of Water Sector Infrastructure in Palestine” (commonly referred to as the PWA Audit) and made a recommendation that the administrative and developmental situation of the water sector in Palestine needs to be re-evaluated and reformed. This report was considered a turning point in the Palestinian water sector (**Refer to Annex 12**).



### **The AMAN Organizations Report on the PWA:**

In 2009 the AMAN Organization released a report on the PWA (**Refer to Annex 13**). The report summarized the existing discrepancies in the PWA's management of the water sector on the organizational, operational and administrative levels. It mentioned the multiple references and authorities, Israeli control of the Palestinian water sector and Palestinian projects, as well as suggesting that the water law be revised. Furthermore, it discussed the contradictory reality which left the regulatory role unenforced.





### Summary of AMAN's report on the PWA:

Article No. 6 of the Water Law states that the PWA falls under the jurisdiction of the President of the Palestinian National Authority. The Water Law has not been altered in accordance to the Basic Law, by which the post of Prime Minister was created in 2003. As a result, discordance in the PWA's reference was created as Article 9/69 from the Basic Law granted the Ministerial Council complete jurisdiction over all public institutions, excluding the National Water Council (NWC). The NWC has not held a single meeting since its establishment. This fact has caused an obvious disruption in this regard. This resulted in a lack of oversight on behalf of the President on one hand, and a delay in the NWC meetings and implementation of their lawfully backed duties on the other.

The aforementioned situation restricts the PWA's efforts, specifically in regards to the issuance of laws and regulations in various aspects related to water. These laws and regulations were supposed to have been formulated by the NWC and submitted to the Prime Minister for approval.

Since 2006, the PWA began to submit periodical reports to the Council of Ministers who in turn supervised the work of the PWA. A law, which was not published in the official newspaper, was passed by the Council of Ministers. This law stated that the PWA falls under the Ministry of Agriculture and that the Minister of Agriculture represents the PWA in the Council of Ministers. However, the PWA considered this resolution to be illegitimate (Refer to Annex 14) and the legal departments of both the Presidents and Prime Minister's offices concurred. As a result, they postponed its cancellation until the law is altered in accordance to the reform plan which the PWA is currently implementing.

The vagueness of PWA's affiliation saved PWA's Projects after HAMAS won the elections and formed a government in 2006. The PWA's affiliation was returned to the President of the PNA and some donor countries continued to fund some water projects where as several other projects managed by the Unity National Government ceased. The PWA followed up on its own affairs and corresponded directly with the Council of Ministers, by means of the Secretariat of the Council of Ministers.

### The Multi-References of the Water Sector as per AMAN's Report

With the Ministry of Agriculture (MoA): The nature of the PWA's work, duties and jurisdictions intersect and intervene with those of other Ministries and public institutions. These entities are affiliated with the water and wastewater sector in accordance with the provisions of Paragraph (2) Article (7) of the Water Law. The MoA works with the PWA in devising plans and policies related to water, especially when they are in reference to the agricultural sector. The intersection of specialties between the PWA and MoA bears a contradiction in jurisdictions when it comes to: the issuance of permits to dig wells, using water allocated for agricultural purposes and treated water. This is due to the fact that the regulations of both institutions did not clearly specify this matter (i.e. the allocation of water).

With the Palestinian Environment Quality Authority (PEQA): Both the Water Law No. 3 of 2002 and the Environment Law No. 7 of 1999 regulate the relationship between





the PWA and PEQA in reference to the water environment, by virtue of the PWA's full responsibility of the management of water and wastewater resources. The PWA is also responsible for issuing permits for the reuse of treated water as part of its management of the wastewater sector. They require coordination with PEQA who is responsible for the environmental aspects of managing wastewater, which includes its treatment and reuse. PEQA also determines environmental standards and specifications in coordination with the PWA as they are one of the entities which hold some responsibility for the management of the water and wastewater sectors. The PWA participates in determining the approved specifications for water quality on the basis of its usage, which includes drinking water. PEQA determines the standards and specifications of water and treated water where as the PWA can inspect any water source they believe to be contaminated; their inspectors have judicial authority. PEQA will have the authority to perform routine inspections on facilities to make sure they conform to environmental standards and protect water sources from contamination.

With the Ministry of Local Government (MoLG): Water Law's No. 3 of 2002 and Local Authorities law No. 1 of 1997, organized the relationship between the PWA and MoLG in reference to the management of water resources as follows:

1. Some of the LGU's jurisdictions include water and sanitation services within the boundaries of the LGU's structural plan. They are responsible for providing residents with water for various purposes, managing water distribution and determining pricing. On the other hand, the PWA is responsible for the management of water and wastewater resources, making the PWA generally responsible for securing water resources. The LGU is responsible for managing, organizing and distributing water to residents within its boundaries.
2. LGU's jurisdiction also includes the management of sewage within their boundaries. Whereas the PWA is fully responsible for the management of wastewater, meaning that the LGU must coordinate with the PWA to establish wastewater projects within the LGU's boundaries. The LGU then manages and supervises these projects.

The LGU is responsible for determining the prices of water (used for various purposes) supplied to residents within their boundaries. On the other hand, the PWA is responsible for determining the tariff of water, within the framework of its duties in implementing a tariff system. The LGU must abide by the tariff system and refer to the PWA when determining the prices for water.

### **Results based on the Above mentioned:**

From what was aforementioned, we notice that the historical situation of institutions and their legal foundations suffer from an unprecedented fragmentation on the levels of their internal institutional and legal aspects, in addition to the Israeli occupations, Israeli domination at the JWC and Civil Administration and their jurisdiction in area C that required permits for project construction.

The PWA's new leadership began working on trying to understand the reality of the sector and its contradictions in order to determine what can be done to stop the deterioration of services and work on reversing the situation.

The PWA requested independent bodies to conduct a study on the reality of the water sector and factors which influence it. These studies were initiated by a report named "PWA Audit", funded by the Norwegian Government. It was carried out by independent consultants on the request of the Head of the PWA. The Head of the PWA had previously endorsed the ten recommendations from a report that was prepared for the PWA and funded by the UNDP regarding good governance of the water sector **(Refer to Annex 15)**.

Upon a request made by the Head of the PWA, the World Bank prepared a study to evaluate the water sector since the establishment of the PWA. Upon completion of this study, the World Bank published a report entitled: "Assessment of Restrictions on Palestinian Water Sector Development - April 2009". The report held Israel accountable for much of the deterioration of the water sector in the occupied Palestinian territories and recommended that the PWA conduct a comprehensive reform of the water sector **(Refer to Annex 16)**.

The World Bank's report was followed by another one published by Amnesty International entitled: "Palestinians Denied Fair Access to Water – October 2009". The report also held Israel accountable for much of the water crisis in the occupied Palestinian territories **(Refer to Annex 17)**.

Both these reports emphasized the extent of the Israeli occupations influence in prohibiting the development of the water sector during the past 14 years. The reports stated that this situation resulted in a noticeable decline in the levels of water services, with respect to both the quality and quantities of available water. It also resulted in nearly ceasing sanitation services and their development, which in turn increased environmental damage and reduced the capabilities of treating/recycling wastewater. Treated wastewater has the potential to be used as an unconventional resource that could be utilized for agricultural and environmental purposes. This was primarily a result of the terms of the Oslo II Agreement of 1995, which placed restrictions on the sector during the transitional stage and as a result of the continuance of the Israeli occupation of vast portions of Palestinian land (approximately 61%). Add to that the external factors associated with funding and the reality of politicized funding. On the other hand, there are various internal factors that include: institutional fragmentation, a lack of clarity of the responsibilities between the government's institutions, the application of inherited laws, etc.

These reports indicated that despite the Israeli occupations massive responsibility in the deterioration of the water sector in its two divisions: water and wastewater, Palestinian institutions must also be held accountable as well. The reports also expressed the need to improve the sectors situation.



In addition to the above, the “PWA Audit” report did not only review the institutional structure and its implications on the service level, but also reviewed its relationship to the infrastructure. The report discussed various scenarios in which the situation could change. These scenarios included: (1) Independence and the PNA’s actual control of water resources; and (2) The situation remaining the same; while defining the necessary infrastructure under both scenarios. In comparing both scenarios, the report concluded that investments should be prioritized and projects implemented when they are common to both of the potential future scenarios.



## The Reform Plan

### **The cabinet of Ministers decision on the reform plan:**

The PWA submitted a request to the Council of Ministers for approval of a comprehensive reform plan for the water sector. This plan coincided with the government’s plan to reform all of their institutions in accordance with the 13<sup>th</sup> Governments strategic vision, whereby the PWA would play a crucial role in. The governments plan aims to develop the institutional situation of the water sector in a way that will ensure suitable water services for Palestinians residing in the West Bank and Gaza Strip. It will also work towards achieving Palestinian water rights, preserve and improve the management of water resources, ensure the sectors sustainability and its readiness to sustain the burden during the building of the nation.

The PWA’s reform plan was adopted by the Council of Ministers by means of Legislation No. 13/13/04 in December 2009. As a result of the Legislation, a Reform Steering Committee (RSC) was formed to monitor its implementation. The RSC included Ministries that are related to the water sector (i.e. Ministry of Finance, Ministry of Local Government, Ministry of Health, Ministry of Planning and Administrative Development and the Ministry of Agriculture). It also included the Palestinian Environment Quality Authority (PEQA) and representatives from the PWA, service providers and the civil





society (Refer to Annex 18). The Council of Ministers decided to implement this strategic water sector reform plan between 2011 -2013 (**Refer to Annex 19**).

It should be noted here that the aforementioned legislation came in response to the dire need to rectify the current situation on the basis of independent third party evaluations and recommendations given by numerous credible organizations and water experts. The legislation also relied on both the monitoring and good water governance reports, which were included in the integrated program to reform the water and wastewater sectors due to the existing inefficiencies. The reform covers the following elements: institutional, legal, legislative and administrative performance.

#### **The PWA's plan to implement the cabinet of Ministers Resolution in regard to the water sector reform:**

The PWA realized that the reform plan would not provide a radical solution for the water crisis due to the Israeli occupation. Despite this fact, the plan seeks to accomplish better management of the water sector by concentrating on the development of institutions in order to build a sector that can run with optimal efficiency under the status quo and contribute to the establishment of a Palestinian state.

The reform plan consists of several fundamental elements (programmes) which are closely interrelated. These elements depend on each other's outcomes, as the results and timeframe for implementation are intertwined.





### The first program that was launched:

- The Institutional Water Sector Review (IWSR) (Refer to Annex 20) shall propose a preferred institutional arrangement which will be derived by consensus;
- The Legislative Review (LR) will complete the submission to the Council of Ministers of the preferred institutional arrangement from the IWSR by providing a revised water law that will be compatible with the newly proposed institutional arrangement (Refer to Annex 21); a Capacity Building Program (Technical Planning Advisory Team – TPAT) – which aims to provide capacity building and technical assistance to enable the PWA to conform to the responsibilities entrusted to it, in accordance with the submission of the IWSR and LR, hence the new strategic vision. The PWA shall define its principles regarding long term strategies, plans and programs as a result of the refocusing of the sector, upon approval by the Council of Ministers. These principles shall help the sector avoid the threat of failure from the inability to manage, preserve and benefit from their water and wastewater resources, as is required **(Refer to Annex 22)**.
- In the meantime, extraneous efforts will be made to change the administrative and organizational structure of the PWA to coincide with the new structure that will be suggested by the IWSR. This will be done in accordance with a new integrated institutional vision which shall be achieved by means of an Organizational Reform (OR) and Change Management (CM) program.

In the short term, the program aims to rectify utility service procedures in a way that will ensure equitability in the provision of high quality services. It will also improve capabilities, recover operating costs of water facilities and organize them more effectively. In addition to that, the program seeks to achieve more sustainable management of strategic water resources by means of enhancing: institutional knowledge, policies, monitoring capabilities, following up and the application of the water law. It will also increase awareness of managing water demand, by means of applying policies that will help to preserve the water resources.

The long term goals of the program are to establish strong/capable institutions within the framework of sustainable development and a legal framework that shall clearly define the roles, responsibilities and interrelationship between institutions in the water and wastewater sector, as well as those institutions that share responsibility on the periphery of the sector.

In addition to emphasizing infrastructure requirements, the reform program will also focus on improving the strategies and investment policies regarding the supply of water and sewage provision and project design and implementation. This will be done to expedite the growth of the infrastructure in a way that will fulfill the country's requirements.

## **The components of the Reform Program and their Objectives:**

### **First: The Institutional Water Sector Review – IWSR**

The starting date: 15/9/2010

The completion date 30/4/2011

This project is being funded by the Norwegian Government in the amount of \$550,000 US Dollars.

The project's goal is to research and evaluate the institutional status of the sector. It will point out the internal or external obstructions and will offer a detailed study of some similar sectoral prototypes in neighboring countries and will analyze both the positive and negative aspects of each of them. The project will also present a series of visions that will fulfill the needs of the sector, protect its privacy and ensure its effectiveness in a way that will serve Palestinian citizens and contribute to the construction of sustainable national institutions. This will assist these institutions in the sector to optimally perform in accordance with their mandate regardless of whether the status quo persists or a Palestinian State materializes. The review stage of the program will be followed by consensus building stage with all interested national institutions on board in order to reach an agreement for a preferred institutional arrangement of the sector. The final stages of this project will coincide with:



### **Second: Legislative Review - LR**

The starting date: 1/3/2011

The completion date: 30/4/2011

The project will be funded by the Norwegian Government in the amount of 60,000 Euros.

The LR's goal is to revise the water law in a way that will include the preferred institutional arrangement of the sector as defined by the successful completion of the IWSR and formulate the legal relationship amongst its institutions and others related





to the sector. The review will outline the roles and responsibilities of institutions in accordance with the recommendations made in the IWSR and will commence with the submission of both the revised water law and the preferred institutional arrangement to the Council of Ministers. The legislative review will also look into the relevant bylaws, regulations and loopholes in the water law as related to other institutions and laws.

The aforementioned projects represent the initial building blocks for the reform plan. The outcome of which will be submitted to the Council of Ministers for their adoption between the period of May and July of 2011.

### **The previously mentioned projects represent a starting point for the following programmes:**

#### **Third: Capacity Building Program (Technical Planning Advisory Team – TPAT):**

The starting date: 1/4/2011

The completion date: 31/3/2014

The Project will be funded by the World Bank, Agence Française de Développement (AfD), and the Swedish International Development Cooperation Agency (SIDA).

The projects objective will be to improve the PWA's capabilities in preparing effective and implementable sector strategies. It will also offer advice and assistance in training cadre to fulfill the requirements of the plans ready for implementation. Furthermore, it aims to assist the PWA in executing the sector structure that was adopted and will prepare studies that are related to the strategic and permanent status (negotiations) dimensions of the sector. Finally, it will include training projects related to technical and administrative needs.

#### **Fourth: The Organizational Reform (OR) and Change Management (CM) program:**

The starting date: 1/8/2011

The completion date: 30/4/ 2013.

The project has not been funded yet and the estimated cost for the project will be between.

The project will commence after PWA has received the Council of Ministers consent on the preferred institutional arrangement and revised water law. It will also include an evaluation of the current institution's situation and the desired one. Furthermore, the project will determine the associated roles and responsibilities of each department within PWA. This work will be undertaken with the assistance of a team specialized in change management. The scope of work will include all departments within PWA and will aid in revising the National Water Plan to be consistent with the Council of Ministers approval.

In conclusion, the integration of the sector, in terms of institution building and adherence to strategic goals, requires the development of all institutions operating in the sector as mentioned above. On this basis, an integrated plan (which will focus on all other water sector institutions) will be prepared in accordance with the Council of Ministers approval; hence the new vision. This vision's nature, mechanisms and goals



will resemble the aforementioned plan. Work will commence on determining these complementary programs for all other water institutions in the sector and identifying the source of financial assistance necessary to implement them as soon as the Council of Ministers has adopted the preferred institutional arrangement and revised water law put forth by the RSC.

### The Summarized Schedule of the Reform Plan (Annex 23):

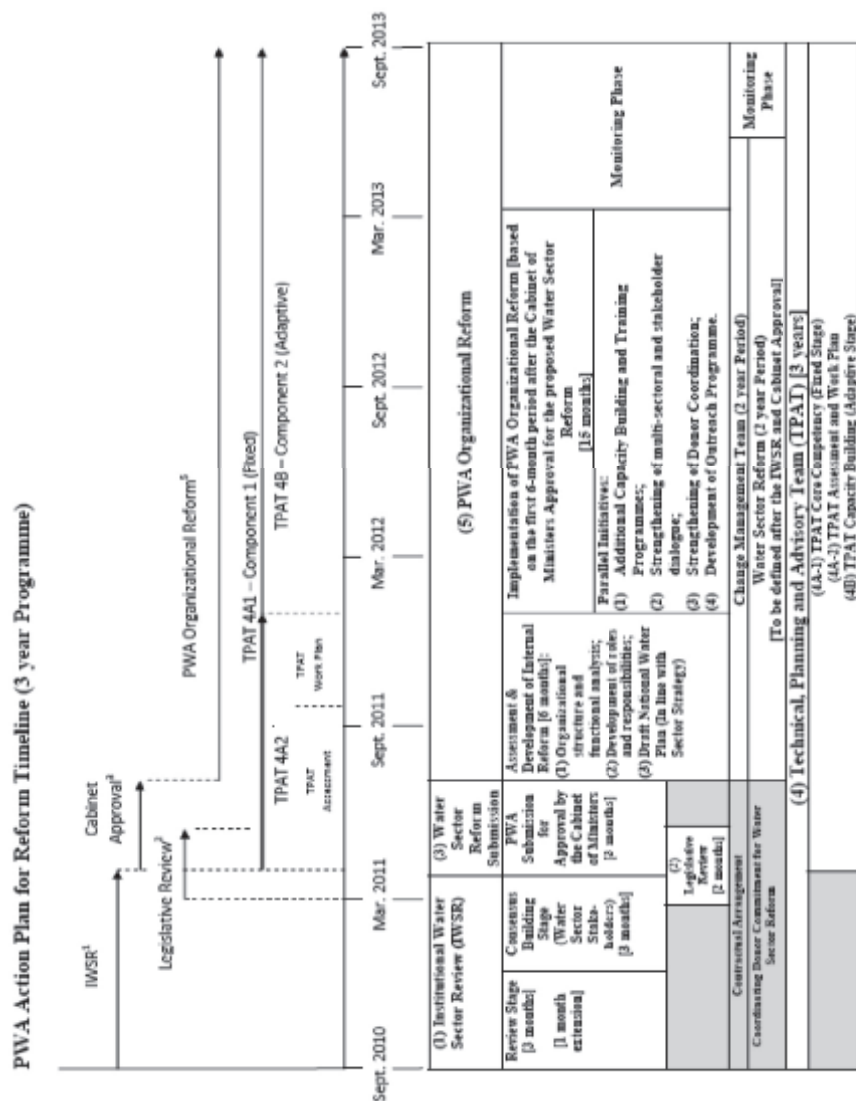
| Elements (Programmes)  | Starting Date | Completion Date | Objectives  | Implementation  | Deliverables  |
|--|---------------|-----------------|---|---|---|
| IWSR   | 15/9/2010     | 30/4/2011       | -evaluation and clarification of the water sectors existing situation<br>-Proposing various institutional arrangements capable of optimally managing the sector | Consulting Company (Hydrosult)  | -the submission of an initial report<br>-the midterm report will be delivered in Mid January 2011 |
| LR   | 1/3/2011      | 30/4/2011       | -Rewriting a new water law<br>-Recommendations regarding bylaws   | Consulting Company  | A direct contract with the company executing the institutional review                             |
| TPAT   | 1/4/2011      | 31/3/2014       | -supporting efforts in implementing the reform plan<br>-supporting and developing strategies, policies and executive working plans                              | Consulting Company<br>7 experts in: institutional building, supply, resources, law, communications, finance and economics, wastewater | -Project Manager to follow up on performance<br>-Administrative Assistant<br>-Expert in Tenders   |
| OR & CM  | 1/8/2011      | 30/4/2013       | -restructuring the PWA<br>-ensure that institutions operate effectively   | Expert in the Management of Public Institutions<br>Expert in water institution structures   | Project Manager, assigned as the funding entity sees fit  |
| Programmes aimed at other institutions in the water and wastewater sectors | 1/9/2011      | Unknown         | Institutions reaching the level of responsibility in accordance to the new organization of the sector   | Consulting Company  | The PWA's role will be carried out by consulting companies  |

Table (1): Action Plan for Reform





Figure (1): Timeline (See below)



## Annexes:

- Annex 1: Jerusalem Water Undertaking
- Annex 2: West Bank Water Department
- Annex 3: Israeli Military Orders Regarding Water
- Annex 4: The establishment of the Bethlehem Water and Sewage Authority
- Annex 5: Article 40 in Annex 3: "The Economical Cooperation Protocol" of the transitional agreement entitled: "Water and Sewage"
- Annex 6: Map of water basins in the West Bank
- Annex 7: Map of water basins in Area "C" of the West Bank
- Annex 8: The decision to establish the PWA under Presidential Decree No. 90 – 1995
- Annex 9: Water Law No 2 – 1996
- Annex 10: The revised Water Law No 3 - 2002
- Annex 11: Local Organizations Law No 1 – 1997
- Annex 12: The Audit Report on the PWA
- Annex 13: AMAN's Report on the PWA
- Annex 14: PWA's affiliation to Ministry of Agriculture and PWA's Reservation
- Annex 15: The 10 recommendations regarding the wise governance of the water sector
- Annex 16: Summary of the World Bank's Report
- Annex 17: Summary of Amnesty International's Report
- Annex 18: The Council of Ministers Legislation No. 13/13/04 – 2009: a comprehensive reform plan for the water sector submitted by the PWA
- Annex 19: Strategic Water Sector Reform Plan
- Annex 20: Conditions of the IWSR
- Annex 21: Conditions of the LR
- Annex 22: Conditions of the TPAT
- Annex 23: The Summarized Schedule of the Reform Plan

