

# Terms of Reference (ToR) for Senior National Consultant to Support the Development of National WASH in Schools Standards in Morocco

Location	Morocco	
Duration	6 months	
Consultancy period	From: <b>20/03/2026</b>	To: <b>20/09/2026</b>

Supervisor	Pilar Avello Blázquez
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## ABOUT IVL

IVL Swedish Environmental Research Institute is a non-profit organisation that collaborates with the public sector, industry, and academia worldwide to promote a more sustainable society. IVL's work is evidence-based and characterised by interdisciplinary science and systems thinking. Our vision is sustainable communities everywhere.

More information: <https://www.ivl.se/english/ivl.html>

Within IVL, the WASH Governance Group focuses on achieving equitable, efficient, and sustainable water supply and sanitation services in low- and middle-income countries—ensuring they are resilient to climatic and demographic variations. The team works in the knowledge–policy–practice space, closing the implementation gap between policy and practice through strengthened governance for WASH service delivery.

The Group supports boundary partners in priority-setting, policy development, and implementation of improved water governance processes. Partners include UN agencies, development banks, governments, private sector actors, civil society organisations, and academia.

### Legal details

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## 1. BACKGROUND AND PURPOSE OF CONSULTANCY

### 1.1 Context

Access to safe water, adequate sanitation, and hygiene (WASH) services in schools is essential to children's health, dignity, and educational performance. While Morocco has made significant progress in expanding access to education and improving school infrastructure, disparities persist in the quality, functionality, and sustainability of WASH services across regions and school typologies.

The initiative aligns with Morocco's commitments under the Sustainable Development Goals (SDGs), particularly SDG 6 on clean water and sanitation and SDG 4 on inclusive and equitable quality education. In schools, WASH services are not only infrastructure assets but critical enablers of safe, healthy, and gender-responsive learning environments.

According to JMP 2023 data, approximately 90% of schools in Morocco have access to basic drinking water services, 96% meet basic sanitation standards, and 87% provide basic handwashing facilities. While national coverage appears strong, important gaps remain. Current monitoring systems do not systematically disaggregate data by urban and rural areas or by school typology, limiting the ability to assess equity. Moreover, infrastructure presence does not always ensure functionality, continuity of service, adequate maintenance, or climate resilience.

Achieving sustainable WASH services in schools therefore requires moving beyond infrastructure provision toward a structured service-level approach that integrates governance clarity, progressive improvement pathways, gender equality, inclusion, and risk-informed climate resilience. It also requires stronger alignment between standards and national monitoring systems such as EMIS.

Under the joint supervision of the Ministry of National Education, Preschool and Sports and UNICEF Morocco, IVL Swedish Environmental Research Institute is providing technical assistance to develop, validate, and institutionalize National Minimum Standards for WASH in Schools. To ensure national ownership and contextual alignment, IVL seeks to engage a **Senior National Consultant based in Morocco.**

## 1.2 Objective

The objective of this consultancy is to provide national technical and coordination support to IVL in the development, validation, and institutional alignment of National Minimum Standards for WASH in Schools (WinS) in Morocco.

The Senior National Consultant will support stakeholder engagement, institutional mapping, alignment with existing Ministry of Education policies and monitoring systems (including EMIS), and contextual adaptation of draft outputs. The consultant will contribute to ensuring that the standards are operationally feasible, institutionally grounded, and supported by national stakeholders.

## 2. PROCESS AND INVOLVEMENT OF THE CONSULTANT

### 2.1 Scope of Work

The Senior National Consultant will provide contextual, technical, and coordination support throughout the development, consultation, validation, and institutional alignment of the National Minimum Standards for WASH in Schools in Morocco.

The consultancy will span all phases of the assignment, including analytical groundwork, stakeholder consultations, drafting review cycles, monitoring framework alignment, and final validation processes. The consultant will act as a national liaison between IVL and Moroccan stakeholders, ensuring that technical outputs are aligned with institutional structures, regulatory frameworks, operational realities, and decentralized education governance mechanisms.

The scope of work includes:

- Supporting institutional mapping and stakeholder coordination at central and decentralized levels
- Facilitating engagement with relevant MoE departments, regional entities, and provincial directorates
- Providing contextual technical inputs to draft standards and service-level frameworks
- Supporting alignment of the standards with existing monitoring systems, including EMIS

- Assisting in the organization, facilitation support, and documentation of national workshops and consultation meetings
- Contributing to the assessment of operational feasibility across school typologies and regional contexts

The consultant will not lead the overall technical design of the standards, which remains under IVL’s responsibility, but will play a key role in ensuring contextual relevance, institutional coherence, and national ownership of the process.

## 2.2 Tasks, Deliverables & Time allocation

The following table outlines the key tasks, expected deliverables, estimated working days, and corresponding payment schedule for the assignment:

Phase (as per Work Plan)	Activities of National Consultant	Deliverables	Hours	Payment
<b>Phase 2 – Analytical Foundation</b>	<ol style="list-style-type: none"> <li>1. Map roles &amp; responsibilities across central, regional &amp; provincial levels</li> <li>2. Support school typology clarification</li> <li>3. Support and co-facilitate national consultation workshop</li> <li>4. Consolidate workshop inputs</li> </ol>	<ol style="list-style-type: none"> <li><b>1. Institutional Roles &amp; Responsibilities Mapping Report</b> including: <ul style="list-style-type: none"> <li>• Mapping of MoE roles (central, regional, provincial)</li> <li>• Inter-ministerial coordination analysis</li> <li>• Identification of gaps and overlaps</li> </ul> </li> <li><b>2. National Consultation Workshop Report</b> including: <ul style="list-style-type: none"> <li>• Summary of discussions</li> <li>• Recommendations for standards development</li> </ul> </li> </ol>	<b>50 h</b>	<b>30%</b>
<b>Phase 3 – Development of National Standards</b>	<ol style="list-style-type: none"> <li>1. Review draft service-level framework</li> <li>2. Assess alignment with MoE regulations</li> <li>3. Validate feasibility across school typologies</li> <li>4. Consolidate structured technical comments</li> </ol>	<ol style="list-style-type: none"> <li><b>3. Technical Review &amp; Feasibility Assessment Report</b> including: <ul style="list-style-type: none"> <li>• Structured feedback matrix</li> <li>• Regulatory alignment analysis</li> <li>• Feasibility assessment by school type</li> </ul> </li> </ol>	<b>30 h</b>	<b>20%</b>
<b>Phase 4 – Monitoring &amp; EMIS Framework (D5)</b>	<ol style="list-style-type: none"> <li>1. Review existing EMIS WASH indicators</li> <li>2. Assess feasibility of proposed indicators</li> </ol>	<ol style="list-style-type: none"> <li><b>4. Monitoring &amp; EMIS Alignment Note</b> including: <ul style="list-style-type: none"> <li>• Overview of current WASH data collection</li> <li>• Gap analysis</li> </ul> </li> </ol>	<b>40 h</b>	<b>20%</b>

	3. Identify institutional reporting implications	<ul style="list-style-type: none"> <li>Feasibility recommendations</li> </ul>		
<b>Phase 5 – Validation &amp; Institutionalization (D6)</b>	<ol style="list-style-type: none"> <li>Support preparation of national validation workshop</li> <li>Consolidate structured institutional feedback</li> </ol>	<b>5. Validation &amp; Consolidated Feedback Report</b> including: <ul style="list-style-type: none"> <li>Summary of validation discussions</li> <li>Structured feedback matrix</li> <li>Final adjustment recommendations</li> </ul>	<b>45 h</b>	<b>30%</b>
<b>Total</b>			<b>165 hours</b>	

### 3. CONDITIONS OF CONSULTANCY

#### 3.1 Organisation of consultancy

The Senior National Consultant will report to the IVL Team Leader and work in close coordination with the IVL technical team.

The consultancy will be implemented on an **on-call basis throughout the assignment period**, with workload peaks during analytical, consultation, and validation phases. The consultant will deliver agreed outputs within established timelines, participate in coordination meetings as required, and maintain regular communication with IVL. All information and documents shared during the assignment shall be treated as confidential.

The consultant will be based in Morocco and will use their own equipment. Any travel required will be agreed in advance.

#### 3.2 Level of Effort

Maximum Level of Effort: up to **165 working hours** (approximately 20 working days), distributed between **1 March 2026 and 1 September 2026**.

The distribution of working hours will depend on project needs and agreed milestones.

#### 3.3 Language Requirements

Fluency in French and Arabic (oral and written) is required.

All deliverables must be submitted in French.

### 3.4 Payment Conditions

The consultant will be contracted on an hourly rate basis for a maximum of **165 working hours** over the duration of the assignment.

Payments will be made in USD to the consultant's bank account upon submission and approval of deliverables by IVL (in consultation with the Ministry of National Education and UNICEF Morocco, where applicable).

Payment will be structured as follows:

- **Payment 1 – 30% of total contract value (≈50h)**

Upon submission and approval of:

- *D1- Mapping Report (Policy review, Institutional Roles & Responsibilities, School typology)*
- *D2- National Consultation Workshop Recommendations Report*

- **Payment 2 – 70% of total contract value (≈115h)**

Upon submission and approval of:

- *D3- Technical Review & Feasibility Assessment Report*
- *D4- Monitoring & EMIS Alignment Note*
- *D5- Validation & Consolidated Feedback Report*

The consultant shall submit a financial proposal indicating an all-inclusive hourly rate. The total contract value shall include all applicable taxes, duties, fees, and bank transfer costs. IVL shall not be responsible for any additional charges beyond the agreed contract amount.

Invoices must be submitted following formal approval of the corresponding deliverables and in accordance with IVL's financial procedures. All payments shall constitute full and final remuneration under this assignment.

### 3.5 General conditions: procedures and logistics

The consultant will be placed under the supervision of Pilar Avello Blázquez, Programme Manager in IVL's WASH Governance Group.

The consultant will be based in Morocco (preferably in Rabat). The consultant will use their own equipment and means of communication, including computer, telephone, internet access, and local transportation.

Any travel required for meetings or workshops will be agreed in advance with IVL and organized in coordination with the relevant partners. If the assignment involves travel between governorates, related costs will be covered by IVL, subject to prior approval.

## 4. APPLICATION

### 4.1 Expected skills, education and experience

The consultant must meet the following requirements:

- Advanced university degree (Master's level or equivalent) in Water Engineering, Environmental Sciences, Public Policy, Education Planning, Public Health, or a related field.
- Minimum of 10 years of relevant professional experience in WASH, education infrastructure, public sector governance, or related sectors in Morocco.
- Demonstrated experience working with the Ministry of National Education or other relevant public institutions in Morocco.
- Proven experience in WASH in Schools (WinS) programming, policy development, or institutional coordination.
- Strong understanding of Morocco's education governance structure, including central and decentralized levels.
- Experience in facilitating multi-stakeholder consultations and national workshops.
- Familiarity with monitoring systems and/or EMIS is an asset.
- Previous experience working with UNICEF or other UN agencies is an asset.
- Fluency in French and Arabic (written and oral) is required. English is an asset.

### 4.2 Content of the proposal

As part of their proposal, the consultant must submit:

- A cover letter (maximum 1 page) explaining how their profile and experience are relevant to this consultancy.
- A brief technical note (maximum 2 pages) summarizing their understanding of the assignment and proposed approach.
- A financial proposal indicating an all-inclusive hourly rate and total contract amount. The proposal must include professional fees only and exclude logistical or operational costs.
- A CV (maximum 2 pages).
- Examples of similar assignments or references demonstrating relevant experience.
- A document demonstrating the consultant's legal capacity to sign contracts and issue invoices under the laws of their country of residence (e.g., company registration, tax certificate, VAT certificate, or equivalent).

## Evaluation criteria

CRITERIA	POINTS
<b>1. Administrative Evaluation (Eliminatory)</b>	
Administrative compliance of the application (complete documentation as requested)	Yes / No
<b>2. Technical Evaluation (70 points)</b>	
2.1 Advanced university degree in a relevant field (Water, Environmental Sciences, Public Policy, Education, Public Health or related)	10
2.2 Specific experience in WASH in Schools (WinS), education infrastructure, or related sectoral policy development in Morocco	10
2.3 Experience working with the Ministry of National Education or relevant public institutions in Morocco	15
2.4 Experience in institutional coordination, stakeholder mapping, and facilitation of national consultations/workshops	10
2.5 Experience with monitoring systems, EMIS, or education sector data systems	10
2.6 Experience working with UNICEF or other UN agencies (asset)	5
2.7 Understanding of the assignment and quality of the technical note submitted	10
<b>Total Technical Score</b>	<b>70</b>
<b>3. Financial Evaluation (30 points)</b>	
Note calculated based on the budget proposed in the financial offer:  $30 * \frac{\text{Value of the lowest financial proposal received from all applicants with a technical note above 45}}{\text{Value of the financial proposal of the applicant}}$	30

Any application with a technical score under 45 will not be taken into consideration. The award will be made according to the final grade received. In the event of a tie in the scores, the tender with the best technical quality will be received.

## 5. HOW TO APPLY

Interested candidates must send their CV as well as a technical and financial proposal in accordance with the description included in the paragraph "Content of the proposal". This set of documents should be sent, ideally in PDF format, with an email attached to Pilar Avello Blázquez; [Pilar.Avello.Blazquez@ivl.se](mailto:Pilar.Avello.Blazquez@ivl.se). **Applications are accepted until 15<sup>th</sup> March.** Only selected candidates will be contacted.