

RCDN Terms of Reference for

External expert for consultancy for Association Needs Assessment (ANA) measures for IAWD, in the frame of Regional Capacity Development Network (RCDN)

I. Background

The project “*Regional Capacity Development Network (RCDN) for Water and Sanitation Services*” aims at increasing the effectiveness and efficiency of the water utilities in the Western Balkans, contributing to better service provision with larger numbers of population groups getting access to drinking water and sanitation services and meeting the EU Environmental *Acquis Communautaire*.

The project is **jointly financed by** the Swiss State Secretariat for Economic Affairs (**SECO**) and the German Federal Ministry of Economic Cooperation and development (**BMZ**), and **it is administratively embedded in** the GIZ Project “Open Regional Fund for Southeast Europe - Modernisation of Municipal Services (**ORF MMS**)”, commissioned by BMZ.

Three key sets of activities will contribute to achieve the RCDN project outcomes:

- **Outcome 1:** The Associations of water utilities and municipalities in the Western Balkans, in cooperation with NALAS and IAWD, are enabled to deliver quality capacity development measures to water utilities and municipalities in the frame of the RCDN in a financially sustainable manner.
- **Outcome 2:** Management and technical staff of water utilities and public officials of municipalities have access to and make use of RCDN’s high-quality, demand-oriented, and formal capacity development products.
- **Outcome 3:** National Authorities, International Financial Institutions and Donors promote the use as well as contribute to the improvement of the RCDN capacity development offer.

The RCDN builds upon and integrates the existing CD activities, on regional as well as national levels, and facilitates scaling-up and further replication throughout the region. Strengthening capacities of associations for collaborative CD delivery is core of the methodological approach. The project will provide the necessary assistance for introducing and enhancing functional capabilities, procedures and instruments that shall allow the RCDN partner associations to deliver fee-based CD products to water utilities and municipalities in an effective manner.

To this end, the project will enable 16 associations of municipalities and water utilities from Albania, Bosnia and Herzegovina, Kosovo, North Macedonia, Montenegro and Serbia, as well as their regional networks NALAS and IAWD, to facilitate and coordinate CD initiatives in the region and to support the delivery of CD measures to water utilities and municipalities in the respective countries. It will also involve further key stakeholders, such as lending institutions (International Financial Institutions – IFIs, etc.) active in the infrastructure sector which are interested in strengthening capacities to develop and secure their operations in the water and sanitation sector or Donors which may benefit from a regional platform to identify CD needs, dialogue with the stakeholders and their design policies. The International Association of Water Service Companies in the Danube River Catchment

Area (IAWD) is part of the Project Implementation Team (PIT) for RCDN and has received a grant in the frame of RCDN, for the period of September 2021 to September 2022.

IAWD is an association of water and wastewater utilities in the Danube region. It was established in 1993 by utilities from 7 countries with the objective of promoting joint national and international efforts to avoid and reduce risks to water supply, such as pollution and other types of harm to the condition of the Danube, its tributaries, and related groundwater resources. IAWD is a not-for-profit association formed under the Austrian Association Law with headquarters in Vienna, Austria. Since 2013, IAWD runs together with the World Bank the Danube Water Programme (DWP) providing support to water utilities and other members of the water sector in the Danube Region. IAWD provides a platform to exchange information and knowledge and to facilitate peer to peer communication and cooperation among water utilities, organizes conferences, meetings, and capacity development programmes for participants of the Danube Region and the neighbouring countries. IAWD is receiving a grant for the project “Supporting the delivery of Capacity Development (CD) products for Public Utility Companies and Local Governments and creating synergies between the Danube Learning Partnership (D-LeaP) and the Regional Capacity Development Network (RCDN)”. In 2018 IAWD’s performance as an association was assessed by GIZ in a document called “Association Needs Assessment” (ANA). Several criteria were used to evaluate the performance of IAWD as an association (e.g., financial sustainability, relation with members, human resources, etc.). IAWD intends to develop further as an international association and improve its capacities so it can provide better services to its members and continue sharing and exchanging knowledge in the water sector. IAWD is a rather small association, and the technical secretariat is mostly project-based financed and oriented. Therefore, the communication with IFIS and donors should be assessed on a regular basis. Fundraising strategy, communication with donors and IFIs should be improved.

II. Aim of the Assignment

Develop and deliver tailored consultancy by the expert (hereinafter referred to as the “consultant”), implementation of priority measures which derive from the findings and observations as well as the recommendations for potential improvement of association’s capacities from the Association Needs Assessment (ANA) report. Further, the consultant should develop IAWD’s organizational capacities through implementation of priority measures like giving input on reaching financial sustainability, participation of IAWD’s staff in RCDN trainings, networking events from the Water Sector, meetings, conferences, etc. A conducted member survey should implicate which additional adjustments could be made.

Specific objectives of the assignments are:

- 1) Develop strategy for coordination of activities and approaches among donors and IFIs at regional level (ANA Report recommendation no. 9)**
- 2) Develop a fundraising strategy connected to long-term strategic planning and budget projections (ANA Report recommendation no. 12)**
- 3) Introduce online annual membership satisfaction survey**

Note: The consultant should make her/himself familiar with the ANA report (especially with chapters “Dialogue with Donors” and “Fundraising”), created by GIZ 2018, and based on that create a strategy focus on three topics:

It is envisaged for the consultant services to be delivered remotely, from the consultant’s workplace, in the period from February 2022 to April 2022.

III. Responsibilities and Tasks of the Consultant

The consultant's services will be delivered by one Non-Key Expert (NKEs). After an initial meeting with IAWD staff, where the procedure of the consultancy will be discussed, the consultant will have following responsibilities:

Related to **1)** from the Specific objectives – **Develop a Strategy which consists of set of activities related to improved coordination of activities and approaches among donors and IFIs at regional level (ANA Report recommendation no. 9):**

1. Develop a scheme of regular practices to be used by IAWD for monitoring and assessing systematically the donors and /IFIs in the Danube region (especially Western Balkans), in the Water Sector
2. Review the existing RCDN Quality Standards for Stakeholder Dialogue and advise IAWD in applying them for coordination with donors and IFIs
3. Give input which workshops or training could be useful for IAWD staff regarding the RCDN Quality Standards for Stakeholder Dialogue,
4. Prepare a list of relevant stakeholders, donors and IFIs in the region (e.g. in a graphic format) including contact details
5. Develop an action plan for IAWD how to engage with the relevant stakeholders, donors and IFIs in the region including all the activities above

Specific tasks related to the fundraising activities **2) Develop a fundraising strategy connected to long-term strategic planning and budget projections (ANA Report recommendation no. 12):**

1. Review the strategic plan of IAWD, past funding experiences (with the World Bank, SECO, etc.) and identify funding gaps, give inputs for improvement
2. Define actions that should be taken to secure funds for specific programmatic areas, and develop/maintain relationships with these donors (how to maintain the relations and stakeholder dialogue should be defined in the **1)** task)
3. Develop a fundraising strategy which includes a sustainable financing for five years
4. Consult with IAWD on a regular basis, specifically on the feasibility of these actions

Related to **3) Conduct a member survey – the consultant will conduct a survey, in consultation with IAWD staff on relevant questions regarding performance and satisfaction of the services IAWD provides to its members**

The consultant should put all 3 specific objectives in one strategy report and put them in order which she/he finds most suitable. The documents should also be available as separate documents. The numbering above is just a suggestion, not a necessary requirement.

IV. Deliverables and Time Frame

When?	What?	Who?
7/4/2022	Signature of contract with IAWD for development of the campaign	IAWD, NKE
7/4/2022 – 0.5 day	Kick-off meeting with IAWD representatives	NKE, IAWD
14/4/2022 – 6 days	Develop a Strategy with of set of activities related to improved coordination of activities and approaches among donors and IFIs at regional level (ANA Report recommendation no. 9)	NKE
19/4/2022 – 6 days	Develop a fundraising strategy connected to long-term strategic planning and budget projections (ANA Report recommendation no. 12)	NKE
23/4/2022 – 1 day	Conduct a member survey	NKE
26/4/2022 – 0.5	Send first draft of the document(s) for review to IAWD	NKE, IAWD
30/4/2022 – 2 days	Review and submit final version of the documents to IAWD	NKE

The consultant can conduct the deliverables in a different order than stated in the table. The three document(s) should be available as separate documents.

V. Working Days

The following maximum days are agreed upon for the entire assignment:

Development and implementation of the strategy	Development and implementation	working days (up-to)
Non-Key Expert	16	16

The NKE is expected to provide a detailed work plan per each set of activities in his/her proposal, including the activities of the NKE(s), if applicable.

The contract between IAWD and the selected consultant will be signed under the Laws of Austria.

VI. Consultant's Profile

- The consultant has extensive experience in association development, institutional development, the water sector in the Western Balkans region, experience in developing strategies/relations with stakeholders, donors, etc. The consultant knows which stakeholders are relevant for the water sector and is familiar with the existing and upcoming projects in the region. The consultant should preferably be employee or has relevant experience (10 years) in the water sector and experience working in or with associations.
- Preferably, the consultant has experience with RCDN or relevant projects from the region
- Experience in the region (Western Balkans)
 - Language skills: Fluency in English
- IT skills: MS Office (Word, Excel, PowerPoint), Twitter, LinkedIn, Google Analytics.
- The consultant should hold an advanced University Degree in Economics/Business Administration or in other area relevant to the assignment. Relevant working experience of at least 10 years, preferably in NGO management
- Other: Promptness, high flexibility, ability to work under tight deadlines, in-depth analysis skills
- Previous successful working experience with IAWD is considered as a plus.

VII. Proposal

The proposal shall contain following sections:

- CVs of the proposed consultant
- A brief summary of expertise/area of responsibility of the proposed consultant, with financial offer of working days and fee (proposed number of consultants' days for each deliverable). The prices should be stated in EUR (gross amount).
- One-page methodological concept of the approach for the report(s)

The Consultant is asked to submit a proposal **by 6/4/2022**. The proposal has to be submitted in English language **by e-mail, at milunovic@iawd.at**

VIII. Evaluation Criteria and Scoring:

The proposals will be evaluated based on the following criteria:

- 80% Consultant's Profile: Consultant's expertise and experience for fulfilling the tasks under this ToR;
- 20% Financial Offer

IX. Reference Persons

The reference person for this assignment is the RCDN Product Manager, Ms. Emilija Milunovic. Email address: milunovic@iawd.at

X. Modification of Terms

IAWD reserves the right to modify the terms of the ToR at any time at its sole discretion.

XI. Acceptance and Rejection of Proposals

IAWD may not necessarily accept the lowest priced proposal or any proposal. At its sole discretion, IAWD reserves the right to reject any or all proposals received and to accept any proposal which it considers advantageous, whether it is the lowest priced proposal. IAWD is not under any obligation to award a contract and reserves the right to terminate the request for proposal process at any time, and to withdraw from discussions with all or any of the moderators who have responded. IAWD reserves the right to accept the proposed offer in total or in part, to reject any or all offers, to waive any minor informalities, irregularities, or technicalities, and to accept the offer deemed most favourable to IAWD.

XII. Ownership

All materials, documents and information prepared, developed or adjusted by the consultant and used for the purposes of design and preparation of the strategy, as well as reporting, remain the property of the RCDN. The consultant agree that no part of the materials, documents and information may be reproduced or distributed in any form, or by any means, or stored in a database or retrieval system, for any other purposes and objectives than those related to this ToR, without the prior permission of the IAWD.

XIII. Reporting

The consultant services report should be submitted, not later than 5 working days after the delivery of the services. The standardised Report Form to be used is provided as Annex 1 to the ToR.

XIV. Terms and Payment

The Consultant will be hired under Individual Contracts (IC) each, signed by IAWD and will be paid upon submission and approval of the deliverables listed above. The Consultant shall provide the IC timesheets (following the RCDN standardised template in Annex 2 to the ToR) together with the deliverables in order to proceed with the payment.

The payment will be based on the actual number of working days (according to the submitted timesheet) invested for the development of each deliverable, but not exceeding the approved number of days for each of the proposed consultant.

The Consultant's assignment-related costs (travel and accommodation costs) will be reimbursed/covered by IAWD.

XV. Evaluation of work

The performance of the tasks will be assessed by IAWD.