

## Terms of Reference

# Call for Proposal and Terms of Reference for Program Coordination and Business Plan Development for the Utility Governance Program

### I. Background

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 Program (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 programs for participants of the Danube Region and the neighbouring countries. IAWD is receiving a grant for the project “Fostering water and sanitation service provision in the Western Balkans through capacity development and cooperation by maximizing synergies between RCDN and D-LeaP” (Danube Learning Partnership).

The project “*Regional Capacity Development Network (RCDN) for Water and Sanitation Services*” aims at increasing the effectiveness and efficiency of the Associations of Public Utilities (APUCs) and of Local Governments (LGAs) in the six Western Balkan countries, which contributes to better service provision for and by their members, ultimately allowing to deliver equitable, safely managed drinking water and sanitation services to the population, in line with international standards.

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.

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

- **Outcome 1:** (Stronger associations). APUCs and LGAs are capable to perform their organisational functions in line with their mandate.
- **Outcome 2:** (Adequate capacity development offer). APUCs and LGAs are capable of responding satisfactorily to the water sector-related capacity development needs and requests of their members.
- **Outcome 3:** (Policy dialogue led by associations). APUCs and LGAs are recognised by competent national agencies, able to establish strategic collaborations, and to facilitate policy dialogue in order to advocate for the interests of their members
- **Outcome 4:** (Regional services). Regional capacity development services address the needs and requests and add value to the capacity development offer of APUCs and LGAs.



The RCDN builds upon and integrates the existing CD activities, on national and as well as regional 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.

RCDN will embrace institutional and capacity development support to 15 national associations of water utilities and of local governments, as well as two regional associations, namely the International Association of Water Service Companies in the Danube River Catchment Area (IAWD) and the Network of Associations of Local Authorities of South-East Europe (NALAS), and two associations of professionals, Aquasan and the Association for Water Technology and Sanitary Engineering in Serbia (UTVSI).

IAWD is an association of water and wastewater utilities in the Danube region. Established in 1993, IAWD is a not-for-profit association formed under the Austrian Association Law with headquarters in Vienna, Austria. Since 2013, IAWD and World Bank jointly implement 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.

With the support of the DWP, a set of activities has been launched within the Danube region to build the capacity of utility companies to provide sustainable water and wastewater services, among them the Danube Learning Partnership (D-LeaP). D-LeaP is designed as a regional, integrated and sustainable capacity building initiative of national water utility associations and IAWD to provide a comprehensive curriculum to the staff of water and wastewater utilities located in the Danube region.

One of D-LeaP's so-called technical programs is the Non-revenue Water Management program in water utilities (hereinafter NRW program). This program raises awareness of physical and commercial water losses among the participating utility companies and of activities to be undertaken to decrease them to consequently improve the operational and financial performance. Furthermore, the program develops specific tools for diagnostic approach with the aim to increase understanding of where the losses are and how they can be tackled. Each D-LeaP program has been developed with support from "Technical Partner", which is usually an experienced private company, providing consulting services and expertise to the program. The Program is delivered by national or regional Hubs in local language. The Hub in this case is the national Association of Waterworks of Montenegro (hereinafter AWM). AWM is rolling out the Non-Revenue Water program in the second cycle. In the first cycle six PUCs participated with twelve participants. During the second cycle, the plan is that the same number of PUCs and their employees participate.

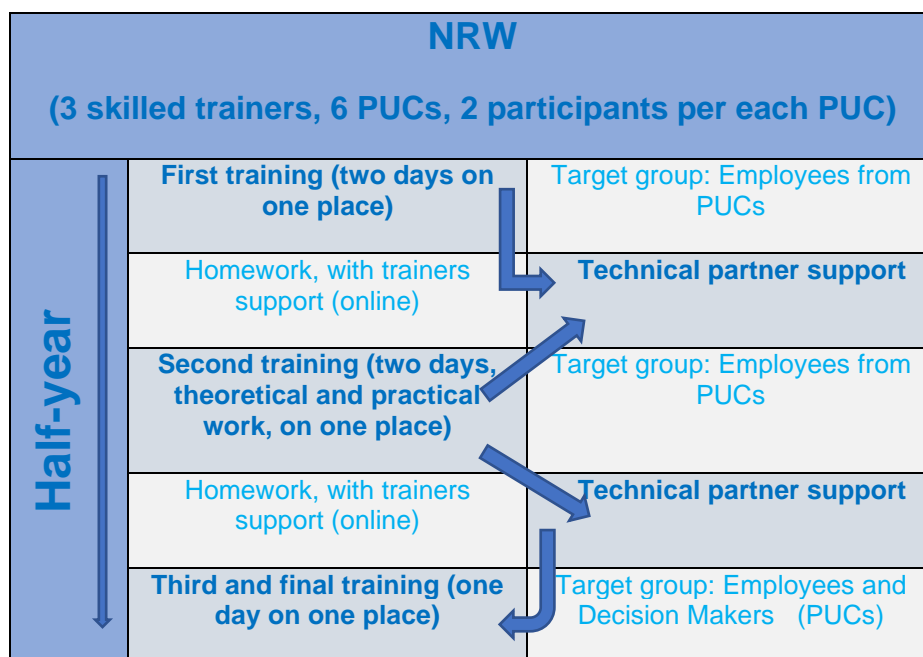
IAWD will provide support, in a form of Technical Partner, who will supervise, support the training delivery, and make sure that Quality Standards\* for the training delivery are being applied.

*\*As D-LeaP and RCDN Quality standards are being harmonized, the term "Quality Standards" will be used throughout the document and refers to both.*

## II. Aim of the Assignment

The overall objective of this assignment is to support and supervise the Association of Waterworks of Montenegro (AWM) in the delivery of the second roll out of the D-LeaP Non-Revenue Water Program. The consultant shall travel to Montenegro and be present during the workshops. Three workshops are planned in the course of the second roll out of the NRW program.

AWM has submitted a roll out plan for the NRW program workshops, including this graph, where the input of Technical Partner is presented:



## III. Responsibilities and tasks of the consultant

The role of the Technical Partner will be to follow and observe the implementation of the D-LeaP NRW Program by the AWM and propose recommendations for improvement, if and when needed.

Also, the Technical Partner will enable AWM to acquire knowledge, skills and capacities for organizing and delivering other D-LeaP capacity development programs thus benefiting from this support beyond the D-LeaP NRW Program.

According to its aim, the assignment consists of three main sets of activities:

- 1) Support to the Preparation of the workshops
- 2) Supervise the workshop(s) delivery (3 workshops planned)
- 3) Support to the trainer(s) between the workshops and the training delivery

- 4) Support the main trainer with final reporting

**1) Set of activities referring to support to the preparation of the workshops**

As a part of this set of activities, the consultant is obliged to:

1. Review the curriculum of the workshop, drafted by the trainer(s) – give their input and make sure that the Quality Standards are being applied
2. Review the agenda for the training, communicate and coordinate with the trainers

**Deliverables of this set of activities:**

- Agenda and curriculum review

**2) Set of activities referring to supervision of the training delivery**

As a part of this set of activities, the consultant is obliged to:

1. Be present during the trainings – 3 workshops, and give input where needed
2. Give opinion and expertise where needed
3. Make sure the training delivery goes according to the QS for training delivery

**Deliverables of this set of activities:**

- Participation at all three workshops
- Support with implementation and QS apply

**3) Set of activities referring to support between the workshops**

As a part of this set of activities, the consultant is obliged to:

1. Support the AWM NRW Hub trainers in supporting the participating PUCs when doing their homework assigned in between the Workshops. The nature of involvement and contribution by the consultant is not meant to go into the content but rather in the methodology that the trainers should consider when supporting remotely the participating PUCs.

**Deliverables of this set of activities:**

- Supervision of the trainers during their homework, especially regarding the methodology

**4) Set of activities referring to final reporting**

As a part of this set of activities the consultant is obliged to:

1. Support the main trainer conducting the final report of the training delivery.

**Deliverables of this set of activities:**

- Review and edit the final report, after the training has been conducted (all three workshops concluded)

Notes: The exact order of the tasks will be agreed between the Technical Partner and AWM.

Costs for travel and accommodation related to the training will be reimbursed/covered by IAWD based on the Contract. The contract between IAWD and the selected consultant will be signed separately, under the laws of Austria.

#### **IV. Expert Days**

Maximum 13 days are foreseen for the completion of all tasks for this activity.

#### **V. Consultant's Profile**

For the realization of the assignment one consultants is required.

Qualifications and specialized knowledge/experience required:

- The consultant is highly experienced, with hands-on knowledge of D-LeaP programs, in particular the NRW program, including processes, procedures, organisational aspects, the current status of the utilities in the region (Western Balkans) and their challenges and needs, in the various specific areas related to the WSS sector.
- Experience in Capacity Development programs in the WSS sector, especially in the Western Balkans

In order to qualify as capable of performing the contract for public procurement in terms of its technical and professional qualifications, the consultant should meet the following minimum requirements:

##### **Sector competence:**

- Performance improvement of PUCs in WSS sector, and/or
  - Efficient utility and/or infrastructure management, and/or
  - Local and/or central governance, and
  - Capacity Development programs and training delivery in the WSS sector (especially D-LeaP and RCDN programs)
  - Experience with work of International Finance Institutions (IFIs) or various donors (e.g., EU programmes and funding mechanisms) is considered as an asset, as well as
  - Experience with EU or other project development
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- The consultant should demonstrate professional experience of at least 5 years in the areas mentioned above presented in her/his Curriculum Vitae (CV) and proved with corresponding references.

##### **Regional experience:**

- Working experience in the Western Balkans and/or international

**Language skills:**

- Fluency in Serbian/Bosnian/Montenegrin
  - Good English skills
  - IT skills: MS Office (Word, Excel, PowerPoint).
- The consultant should be reliable, confident, prompt, and highly flexible (due to a longer period of this assignment) and ready to travel in the region (at minimum for the face-to-face delivery of the program).

**VI. Proposal**

It must be highlighted that the applicants are expected to precisely demonstrate above-mentioned consultancy profile in their proposals. The consultant shall send an offer, including a proposed fee and their CV to: [milunovic@iawd.at](mailto:milunovic@iawd.at), and in copy to: [office@iawd.at](mailto:office@iawd.at), until 5 June, 2024.

- CV of the consultant
- Proposed approach – a suggested workplan for activities, including a proposed time frame
- Financial offer shall contain the total budget for executing of the training including: (i) proposed number of days and (ii) daily rate per activity. Additionally, the financial offer shall contain the tentative travel and accommodation costs for the trainer. The prices should be stated in EUR (gross amount).

**VII. Evaluation Criteria and Scoring**

The proposals will be evaluated based on the following criteria:

- 40% Consultants' Profile: Consultant's expertise and experience
- 30% Proposed approach
- 30% Financial Offer

**VIII. Reference Person**

The reference person for this assignment is the IAWD's Project Manager, Ms. Emilija Milunovic.

Email address: [milunovic@iawd.at](mailto:milunovic@iawd.at)

**IX. Modification of Terms**

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

**X. 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 the consultant 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 the association and the RCDN.

#### **XI. Ownership**

All materials, documents and information prepared, developed, or adjusted by the consultant and used for the purposes of preparation and realisation of the activity, as well as reporting, remain the property of the IAWD and RCDN. The consultant agrees that no part of the training 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 IAWD.

#### **XII. Reporting**

The final report should be submitted, not later than 10 working days after the realisation of the activity, by the consultant.

#### **XIII. Terms and Payment**

The consultant will be hired under an Individual Contracts (IC), signed by IAWD and will be paid upon submission and approval of the deliverables listed above. Due to the longer period of this assignment, the consultant will receive an interim payment after a set of activities agreed with IAWD. The consultant shall provide the timesheets (that will be provided to the consultant by IAWD) together with the deliverables in order to proceed with the payment.

The payment will be based on the actual number of working days, including travel and accommodation cost, if any (according to the submitted timesheet) invested for the development of each deliverable, but not exceeding the approved number of days for the consultant.