

Terms of Reference for IAWD consultancy on CD product adjustment: Utility Governance Program, in the frame of Regional Capacity Development Network (RCDN)

RCDN Terms of Reference for CD Product adjustment

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.

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, IAWD has been able to create a partnership with national APUCs in the region to regionally develop and deliver a range of capacity building programs on national level in local language, i.e., the Danube Learning Partnership (D-LeaP). Among them is the Utility Management Training, a foundation program under D-LeaP, which has been designed as a master class for holistic management in the water service sector.

Utilizing the already-developed D-LeaP programs and in partnership with leading utilities in Central and Eastern Europe, the Utility Management Training aims to “equip” current and future water-sector managers with tools and techniques to support their decision making. The World Bank as institutional partner offers the Utility of the Future (UoF) program, which is designed to catalyze, materialize and maintain transformation efforts in Water Supply and Sanitation (WSS) utilities. The academic partner, Sofia University, further brings academic structure and rigour to the program and allows for the collection of ECTS credits. Based on a shared understanding that municipalities, central and regional authorities would benefit from a deeper understanding of utility governance mechanisms, the “Utility Governance Program” (UGP) shall be developed as a concise program based on selected modules of the already existing UMT. This new program is intended to combine topics such as financial

management of water utilities, organizational structuring, supervision and control, asset management and investment planning, regulatory and contractual models, tariff structures and utility economics (among others).

The general objective of “Utility Governance Program” (UGP) is knowledge gaining and capacity building for local government unit (LGU) representatives and enhanced cooperation between LGUs and their local public utility company (PUC). UGP will enable Local Self-government Units representatives to have a better overview of the performance of the Water Utility in their municipality and therefore can identify where improvements are needed. UGP is designed as a 3-day training for LGU and PUC representatives. The selection process of the participants will be coordinated with NALAS (Network of Associations of Local Authorities of Southeast Europe). The adjusted CD product will be developed in line with the RCDN Operational Model and the RCDN Quality Standards for CD development. The client will be IAWD from Vienna, Austria.

II. Aim of the Assignment

Purpose of the program is to develop decision-making knowledge for “non-utility” people from LGU: e.g., deputy mayors, heads of engineering and environmental departments, new board of directors’ members in utilities, policy makers and infrastructure planners. They will gain knowledge in water management, tariff policies, utility supervision, infrastructure planning, environmental compliance, etc. The aim of the assignment for the selected consultant is to provide overall coordination for (1) the development of the UGP content and (2) for the delivery of the UGP.

The purpose of this specific assignment is the coordination of thematic inputs, content and pilot delivery of the UGP program.

It is envisaged for the consultant services to be delivered remotely, from the consultant’s workplace, in the period from August 2022 to October 2022, with willingness to travel to the country, where the pilot delivery will take place.

Specific Objectives of the assignment are:

1) Development of the UGP content (curriculum): Conceptualization the UGP – from early thoughts into the program structure and 2) support the Pilot Delivery of the program.

III. Responsibilities and Tasks of the Expert

The expert services will be delivered by one consultant, including the state-of-the-art know-how and the RCDN Quality Standards for Product Development and RCDN Standards for CD Delivery for Training, Peer Exchange, and Advisory Services. When applying the RCDN Quality Standards the consultant will be supported by a IAWD project manager.

1. For the Curriculum Development of the UGP format, following tasks are required from the expert:

- Development of an Action Plan (schedule of activities)
- Coordination of the curriculum structure with trainers and material development
- Support with identifying additional trainers and partners where necessary
- Support with presentation and overall marketing of the UGP
- Constant exchange with all relevant stakeholders for coordination purposes, e.g., IAWD, NALAS, core trainers etc.

Deliverables of this set of activities:

- 1) Action plan
- 2) Kick-off meeting with NALAS, IAWD and trainers
- 3) Draft of the Program curriculum
- 4) Additional meetings and discussions with relevant stakeholders, program partners, potential participants, etc.
- 5) Finalize the draft curriculum after meetings and discussions and feedback from IAWD

2. For the Pilot Delivery of the UGP, following tasks are required:

- Ongoing Cooperation with NALAS, specifically with identifying the participants for the pilot delivery
- Support in selecting the appropriate host utility/municipality, where pilot delivery will take place (see details below)
- Coordination and moderation of the pilot delivery
- Executing the role of a trainer where necessary
- Provision of thematic coherence between UGP sub-topics and presentations

Deliverables of this set of activities:

- 1.) Select participants and the host utility/municipality. The utility selected by the consultant should represent an example of good practice and cooperation between LGU and PUC. If a suitable utility from an RCDN country (Albania, Serbia, Bosnia and Herzegovina, North Macedonia, Montenegro, Kosovo) cannot be found by the consultant, the host utility could be from the Western Balkans region (also an EU country) The host utility/municipality should fulfil the criteria selected by the consultant.
- 2.) Support in designing the requirements for UGP trainers and their selection and introducing them to the program
- 3.) Coordinate with trainers their roles, scope of work, etc.
- 4.) Participate and moderate the 3-day program pilot delivery and selected participants
- 5.) Support collecting feedback of the training

- 6.) Final adjustments of the curriculum, based on the feedback of the participants and final report where consultant describes the consultancy process, including lessons learned and recommendations for further steps

IV. Deliverables and Time Frame

When?	What?	Who?
9/09/2022 (1 day)	Signature of contract with IAWD, initial meeting	Consultant, IAWD
12/09/2022 (1 day)	Agreement on scope, action plan presentation and discussion	Consultant, IAWD, NALAS
13/09/2022 (2 day)	Support with ToR for trainers and their selection	Consultant, IAWD
22/09/2022 (2 day)	Support with ToR for additional consultant for LG and their selection	Consultant, IAWD
23/09/2022 (1 days)	Detailed UGP structure presentation	Consultant, IAWD, NALAS, Stakeholders
24/09/2022 (6 day)	Draft development of materials, review of trainers' work	Consultant, Trainers
30/09/2022 (2 days)	Finalization of materials	Consultant, Trainers
04/10/2022 (5 days)	Program delivery and travel	Consultant, IAWD, Trainers, NALAS
12/10/2022 (2 days)	Finalization of the materials, including the feedback from the pilot delivery	Consultant, IAWD
13/10/2022	Finalize the end report	Consultant

V. Expert Days

The following maximum days are agreed upon for the entire assignment	Project design	Research and development	Pilot project Implementation	Finalization and wrap-up	Working days (up-to)
Days	4	10	6	3	23

The consultant can divide the days and workplan based on their needs. The table is just for orientation how working days could be divided.

Costs for travel and accommodation related to the development will be reimbursed/covered by IAWD, based on the Contract. Costs for travel and accommodation related to the pilot delivery will be reimbursed/covered by the IAWD based on the Contract. The contract between the IAWD and each selected expert will be signed separately, under the Laws of Austria.

VI. Experts' Profile

- The RCDN consultant is highly experienced, with hands-on knowledge of D-LeaP programs, in particular the UMT program, LSGU and PUCs' functioning and management, 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 WSS.
- Experience in Capacity Development programs, especially in the region (Western Balkans) and knowledge of the data collection in the PUCs and/or LSGUs or Associations
- Sector competence: Experience in functioning of LSGUs/PUCs, with particular experience in or related to:
 - 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 (CD), with focus on training and other HCD formats (e.g., peer exchange, peer learning, etc.);
 - Experience in preparation and implementation of infrastructure investment projects of International Finance Institutions (IFIs) or various donors (e.g., EU programmes and funding mechanisms) is considered as an asset, and
 - Development projects working experience in the context of EU accession and integration

The consultant should demonstrate professional experience of at least 10 years in one of the areas mentioned above (presented in her/his' Curriculum Vitae (CV) in EU template¹ and proved with corresponding references).

- Language skills: Fluency in English (mandatory). Knowledge of one or several regional languages (Serbo-Croatian, Albanian, etc.) is an advantage.
- IT skills: MS Office (Word, Excel, PowerPoint)
- A relevant University Degree (e.g., WSS engineering, other relevant technical background, business/finance/economics)
- Other: Promptness, high flexibility, ability to work under tight deadlines, readiness to travel.

VII. Proposal

¹ <http://europass.cedefop.europa.eu/documents/curriculum-vitae/templates-instructions>

The expert is asked to submit a proposal **by 9/9/2022**. The proposal has to be submitted in English language **by e-mail, at milunovic@iawd.at** and shall contain following sections:

- CV with references for relevant assignments, presented in the CV.
- Proposed expert days for each activity,
- Proposed experts' daily rate.; financial offer shall contain the total budget for executing of the task including travel and accommodation costs. The budget should be presented in detail for all activities. The prices should be stated in EUR (gross amount).
Taken from the doc:
- Proposed operational plan (timeline, milestones, meetings etc.), and

VIII. Evaluation Criteria and Scoring

The proposals will be evaluated based on the following criteria:

- 40% Expert' Profile: Expert' expertise and experience for fulfilling the tasks under this ToR;
- 40% Technical Offer: proposed methodological approach and operational plan; and
- 20% Financial Offer.

IX. Reference Persons

The reference person for this assignment is the RCDN CD 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 or not 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 the Partner Association(s) and the RCDN.

XII. Ownership

All materials, documents and information prepared, developed, or adjusted by the expert and used for the purposes of design and preparation of the new CD Product, as well as reporting, remain the property of the IAWD. The experts 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 expert 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 Experts will be hired under separate Individual Contracts (IC) each, signed by IAWD and will be paid upon submission and approval of the deliverables listed above. The Experts 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 expert.

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

XV. Performance indicators

The indicators reflecting the experts' performance are: Timely presentation of results and outputs, quality of expert services delivery in line with RCDN Quality Standards, compliance with RCDN Code of Conduct and quality of the reports to be provided to the reference person of this assignment (namely <Association(s)>'s Focal Point, <name of Focal Point>). The expert performance will be evaluated by the <Association(s)> at the feedback session with experts, following the delivery of the expert services. The standardised Performance Assessment Form that will be used for this purpose is provided in Annex 3 to the ToR.

XVI. Evaluation of work

The performance of the tasks will be assessed by IAWD.

List of Annexes:

Annex 2: Time Sheet for Experts