

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, 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 catalyse, 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” is developed as a concise program based on selected modules of the already existing UMT. This new program combines 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).

In the previous RCDN grant period, IAWD has adjusted the two modules of the D-LeaP program “Utility Management Training” to create the Utility Governance Program (hereinafter “UGP”). The objective of the 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 enables 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. In this grant period, IAWD plans to engage the program coordinator, who will implement and facilitate the program further.

II. Aim of the Assignment

UGP is designed as a three-days program building wider awareness in utility governance processes, among them financial control and corporate/organizational governance of public utility companies, regulation and tariffs, energy efficiency, investment, asset planning, etc. Target audience of the UGP are representatives of local authorities (LGUs/municipalities) and/or regional administrations (governors' offices, etc.) who are directly or indirectly involved in the corporate governance of water utilities.

In October 2022, online pilot delivery of the UGP has been organized. The purpose of the delivery was to gather relevant stakeholders from water utilities and local government representatives and receive their input on the content of the UGP. The content has been adjusted based on those inputs.

The aim of the coordinator's assignment is to deliver a proof-of-concept, a face-to-face delivery of the UGP with the participants ideally joining in pairs (i.e., one representative of a PUC and one representative of the same LGU), and to ensure a delivery of UGP beyond RCDN+. Cooperation with NALAS is envisaged to receive advice on the delivery format, on the development of a business model, as well on the overall promotion of the program. Based on the feedback from the pilot delivery in 2022, a face-to-face training will be delivered by the program coordinator and several trainers and contributors, selected by the coordinator and IAWD. Jointly with consultation of NALAS, a suitable business model will be built for follow-up deliveries of the UGP including the promotion of the program.

The delivery of the training will be in line with the Quality Standards. All necessary Annexes and templates will be provided to the coordinator.

III. Responsibilities and tasks of the consultant

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

- 1) Adjust the curriculum, develop, and deliver the training, including the coordination of other trainers' inputs
- 2) Support the community of the participants from the training
- 3) Support the development of the UGP business model

1) Set of activities referring to adjustment of the curriculum and delivery of the training

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

1. Adjust the curriculum based on the feedback from the first online delivery. Identify additional materials – background readings, support materials, case studies, publications from partnering institutions (e.g. World Bank, EU, other), inputs from selected guest speakers, etc.
2. Transfer the curriculum in a format requested by the Quality Standards (all annexes and templates will be provided to the consultant by IAWD),
3. Define and agree on the logistical model for delivery – location, time and date, exact format, etc. – tentative timeframe for face-to-face event would be February or March 2025
4. Create an agenda for the training, communicate and coordinate with support trainers and guest contributors

5. Develop the detailed training design according to the Quality Standards
6. Prepare and supervise final version of materials for the training (format will be agreed upon with IAWD)
7. Prepare and coordinate the training delivery
8. Deliver the training itself – in the role of coordinator, and as trainer for certain sessions

Deliverables of this set of activities:

- Adjusted program curriculum in RCDN format for training delivery
- Agenda of the training in RCDN format
- Finalised agenda and detailed design of the 1st training
- Face-to-face training delivery as coordinator and trainer
- Coordination and communication with other trainers and guest presenters

2) *Set of activities referring to supporting the community of the training participants*

The timing for this set of activities will be agreed with IAWD, as some need to be implemented prior and some after the training delivery. As a part of this set of activities, the consultant is obliged to:

1. Support IAWD and RCDN stakeholders in identifying and attracting potential participants in the UGP program
2. Gather contacts and suggest participants (consult with NALAS who the potential participants are, how to reach out to them and how to engage them). Ideally, the participants should be from each RCDN country (one representative from a LG unit and one from the same water utility)
3. Develop and participate in the delivery of preliminary (marketing/awareness) webinars and other meetings with potential candidates, prior to the training
4. Suggest how the participants of the program will be engaged after the training: either in the form of a broader “homework”, or action plan, and how they could apply and use their knowledge– e.g.: meet in a few months, showcase their cooperation, etc.

Deliverables of this set of activities:

- Identified, invited, and confirmed participants training participants
- Promotion of the training prior to the delivery (format to be agreed on with IAWD, e.g., in a form of a webinar)
- Developed one-year action plan
- Suggested form of engagement and further communication of the participants

3) *Set of activities referring to development of the UGP business model*

As a part of this set of activities, the consultant is obliged to align with the consultations and agreements with NALAS, create a business model for future deliveries, including:

1. Support the elaboration of a cost-and-revenue model for the program
2. Support identification of critical knowledge and trainers as well as costs associated with them

3. Participate in the marketing of the program (e.g. through developing the website content for the training and preparation of leaflets)
4. Upon the delivery of the UGP in 2025, make suggestions for mid-term sustainability of the program (in a form of consultation with IAWD)

Deliverables of this set of activities:

- Cost-revenue-model of the program (including costs for the trainers)
- Promotion material for UGP drafted (to be agreed on the format with IAWD)
- Consultations and suggestions on the program sustainability

Notes: The exact order of the tasks will be agreed with IAWD.

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 16 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 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 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

- The consultant should demonstrate professional experience of at least 7 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 English
 - Fluency in at least one of the languages of the Region is an asset
 - 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, and in copy to: office@iawd.at, until 16 May, 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. 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

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.

*All abovementioned Annexes/Templates will be provided to the consultant by IAWD upon signing the contract.