

Terms of Reference

for Regional Expert

Title of ToR: Benchmarking on Solid Waste Management in SEE

1. Project Background

The municipal utilities providing solid waste collection and processing services in SEE do not have reliable and accurate data upon the quantity and composition of household waste produced by the residents. The poor quality of information available precludes them from organizing adequately operations, assessing precisely their investment needs and reporting properly to municipalities and national level authorities. It hinders also making publicly available transparent information upon their services. It leads to insufficient effectiveness and efficiency in the delivery of services, poor planning and monitoring and impedes the actual implementation of European Union (EU) standards and targets set by European Waste Management Directives: the Waste Framework Directive 2008/98/EC (WFD), the Landfill Directive 99/31/EC and the Packaging and Packaging Waste Directive 94/62/EC. The quality of the data upon the household waste is a challenge for the utilities rendering the services, for the municipalities to which most of the related competencies have been transferred as well as for supervisory and other national authorities in charge of designing policies and following up their implementation at the national level.

In order to overcome such a situation, a project named “Solid Waste Data Collection in SEE” is designed and implemented by three partner networks: NALAS, SeSWA and Aquasan in 16 pilot municipalities, in four project countries – Macedonia, Serbia, Bosnia and Herzegovina and Montenegro. The project is financially supported by GIZ – Open Regional Fund/Modernization of Municipal Services.

The overall objective of the project is to make able the public utility companies and municipalities in SEE to build up better data upon the collected and processed household waste. It will be achieved through the following four components:

- Component 1: Defining Data collection methods and testing them in 16 pilot municipalities.
- Component 2: Capacity building for the effective use of data in the 16 pilot municipalities
- Component 3: Setting up an Exchange and Dissemination Platform on solid waste data collection
- Component 4: Enforcement of the Data collection methods

Within the third project’s component, an Exchange and Dissemination Platform will be established which will be used by the municipalities and utility companies, their associations and respective networks as well as by national authorities from the four project pilot countries. In addition, the Platform will strengthen the capacity of the pilot municipalities in solid waste data collection through exchange of best practices and benchmarking which will be established by NALAS.

Therefore, **NALAS is seeking for competent Regional Expert on Municipal Solid Waste Management who will develop a methodology for establishment of the Benchmarking on Solid Waste in the region of SEE, putting the Benchmarking in place and preparation of its first regional report.**

In addition, having into consideration the main project’s achievements related to solid waste data collection on local level in the participating countries, a key role is committed to the **NALAS Task Force on Solid Waste and Water Management**. The task forces members support the implementation of the project by provision of technical assistance, sharing experiences and initiatives for better realization of the project activities. Thus, the task force’s members are considered as a core team of local experts who will be actively involved in the establishment and implementation of the Benchmarking on Solid Waste Management in SEE.



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2. Reference persons

Reference person for the mission is the Project Officer, Boran Ivanoski
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3. Terms of Reference Relevance

Implementation of environmental policies, especially waste policies, is one of the European Commission's key priorities. The EU's Waste Directives are binding targets for the EU member states and the countries on the way to EU accession in the region of SEE. However, there is a large differences in municipal waste management performance between the countries in the region. Municipal waste data may vary on the municipal and national level, depending on the established local waste management systems. Solid waste data should be considered with a degree of caution due to inconsistencies in definitions, data collection methodologies, and completeness. The waste data can often be of variable quality and that there is a lack of up to date, comparable regional data on solid waste management in the countries of SEE.

In that regard, establishment of the **Benchmarking on Solid Waste Management in SEE** will provide national and local policy makers, researchers, and interested external observers with reliable comparative data on municipal solid waste management in South East Europe.

The responsibility for municipal waste primarily lies with the public sector, therefore, it is very important to provide an evidence base, define policy recommendations and the most efficient measures for meeting the targets imposed by EU directives. The challenges faced today by solid waste managing entities go beyond simple quantification and characterization of the collected wastes. These challenges involve not only regulatory and law abiding, but also performance assessment by quantification of the system's efficiency. Comparative analysis of the current status of the municipal solid waste management in SEE provided by the Benchmarking could contribute in this regard at the regional level.

Benchmarking Methodology – guidelines

The **NALAS Benchmarking Report on Solid Waste Management in the SEE** will acts as a source of credible information on SWM, useful to NALAS' member associations, and more general policy community by providing all concerned with reliable data on solid waste management in the region and in comparison with their counterparts in the EU, therefore setting a stage for further discussions of performing municipal solid waste management over time, in each country and regionally.

The data collected with the report will be used for the monitoring of the implementation of the strategy SEE 2020, especially reflecting the level of subsidiarity.

The report and overall process could become a flagship for monitoring the other areas of local government affairs, leading to a comprehensive monitoring system called NALAS Decentralization Observatory. The solid waste monitoring would become integral elements of this system.

The Benchmarking will result into a regional report through:

1. determination of the **basic set of indicators** necessary for a comprehensive and comparative analysis **of the ideal model of the system for solid waste management**, and based on it,
2. **identification of common regional indicators derives from existing meta-data on SWM** in the countries of SEE.

In order to achieve this, a **primary survey work** (a desk research with adequate research instruments such as a structured questionnaire) shall be carried out with active participation and support by the NALAS Task Force members and Knowledge Managers.

The value of NALAS Benchmarking on SWM increases with each country of SEE that provides data on solid waste management and becomes a participant of this exercise.

The Benchmarking on SWM and its report, shall be focused on the lowest level of sub-sovereign government, meaning democratically-elected municipal or communal governments. It should compare aggregate/national data about the municipal solid waste management across the SEE countries and EU.

For the purposes of the project “Solid Waste Data Collection in SEE”, besides the overall analysis of the SWM sector in the region of SEE, the Benchmarking should provide particular section on comparison the current status of SW among the project countries – Macedonia, Serbia, Bosnia and Herzegovina and Montenegro. Special attention should be given to the indicators related to the quantity and morphology of the municipal solid waste which data derives from the measurements conducted by SeSWA in 16 pilot municipalities of the project countries.

The Regional Expert shall take in to consideration the conclusions of the national institutions responsible for environment in the project countries which will be developed through regular meetings of these institutions, organized by the project partners. If necessary, the Expert will participate at the meetings of national institutions, based on the project partner’s invitation.

The NALAS Benchmarking Report on Solid Waste Management in the SEE developed by the Regional Expert has to be prepared through a collaborative effort of the NALAS Task Force on Solid Waste and Water Management.

It is recommended, the Network of NALAS Knowledge Managers to provide continuous support to the TF members in the process of acquiring the necessary data.

The data used for the report have to be provided and agreed with the Task Force members and Knowledge Managers, while the report has to be approved by the NALAS’s members – Local Government Associations.

The data sources such as line ministers and state statistical offices of the countries in SEE, Eurostat, European Environment Agency, ISWA – the International Solid Waste Association etc. shall be clearly identified and described.

In the process of identification of the **common and available indicators at the level of SEE region**, the following set of indicators shall be considered:

- Eurostat’s Sustainable Development Indicators (SDIs) and a set of Europe 2020 Indicators for monitoring of strategic targets for smart, sustainable and inclusive growth.
- International Solid Waste Association - ISWA Performance Indicators Frameworks for Solid Waste Management Systems shall be reviewed and applied where possible.
- UN-Habitat qualitative indicators for Integrated and Sustainable Solid Waste Management System, with an accent to the governance aspects and their qualitative indicators.

Selection criteria of the common regional indicators that will be analyzed and compared should be:

- associated with a clear concept and must be unambiguous;
- independent among themselves, in order to avoid criteria overlapping;
- verifiable;
- calculated through simple mathematical processes;
- standardized measurements that must be annually reported;
- (quantitative indicators, if possible) supplemented by a qualitative indicator.

Appropriate benchmark indicators should allow LGAs and their members to judge performance in terms of delivering solid waste management services, and provide information for deciding what should be the priority focus for service improvements, and also for monitoring changes over time. It is also important to have consistent indicators that allow the performance of the SWM systems to be compared through a single set of indicators, useful for comparing among SEE countries.

Benchmark indicators rely on having good information on the state of the solid waste management system. This immediately relates to one of the main potential challenges of the availability and reliability of the necessary information. Depending on national waste management and waste data collection systems, the approaches established in the countries of SEE for municipal waste data collection vary to a large extent, thus hampering data comparability across countries.

In addition, a major principle in developing the benchmark indicators has to be that they should reflect also the 'soft', governance aspects. Without adequate attention to it, any attempts to introduce sustainable changes and modernize solid waste management systems are likely to fail. Naturally difficult to measure, these indicators are also considered as a potential risk.

Development of a set of criteria that can be applied equally in both, EU member states and in the rest of the countries of the SEE region which are in an early stage of their own modernization process in the domain of SWM, is considered as an additional challenge.

Thus, the **Benchmarking Methodology** should foresee additional risks and provide measures for overcoming or mitigating the effects of the potential risks.

In particular, as many of the criteria which make up the qualitative indicators are subjective in their nature, it is important to provide **clear guidance** to the "assessors" – the Task Force's members, as well as to provide an "independent arbitration" by the Regional Expert, who will check that individual assessors have interpreted the available information in a consistent manner.

In presenting the summary indicators for each country within the **Report on SWM Benchmarking**, it is necessary to provide contextual information and comparative analysis of the legal and strategic framework on SW, government structure (roles and responsibilities of different tiers of government in performing SWM), SWM infrastructure, population or other socio-geographical factors.

The level of detailed reporting (detailed tables, charts etc.) is essential, so that it is possible to audit and check the assessment and to ensure that a consistent approach is applied when different countries are compared with each other. However, it is also important that a brief summary of the indicators is available, in an attractive and easy-to-interpret format for presentation to local and national decision makers and also to international agencies with an interest.

The Report's findings and recommendations will be presented to the project partners and relevant stakeholders at the regional level.

The experiences in preparation of four editions of the "**Report on Fiscal Decentralization Indicators for SEE**" of the NALAS Task on Fiscal Decentralization shall be considered in the process of development of the Benchmarking methodology and report on SWM.

A separate **Report on Good Practices on Solid Waste Data Collection** from the region of SEE shall be prepared by the Regional Expert. The good practices are provided by the NALAS Task Force members.

4. Assignment objective(s)

The main objective of the assignment is to establish a Benchmarking on Solid Waste Management in the region of SEE, based on the developed methodology which shall result in development of an annual Report on SWM in SEE.

5. Main Activities and Related Outputs/deliverable

The expert shall execute the following activities and deliver related outputs:

Activity	Related output/deliverable	Expert days	Deadline for implementation of the activity
1. Development of a methodology for establishment of a Benchmarking on SWM in SEE.	Developed Benchmarking Methodology and respective research instruments (questionnaire etc.) for identification of the regional common SWM indicators. Methodology accepted by NALAS TF.	3	As of signing the contract till 5 May 2015
2. Conducting of a primary survey work for determination of the basic set of indicators and thus, identification of the set of regional common indicators on SWM in SEE.	List of the basic set of indicators necessary for a comprehensive and comparative analysis of the ideal model of the system for solid waste management, determined. Set of common regional indicators derives from existing meta-data on SWM in the countries of SEE developed. The list should contain detailed description of the indicators with the data source and source of verification. <i>Support provided by NALAS TF members.</i>	10	16 May 2015 – 05 June 2015 <i>06 – 15 June TF member's feedback</i>
3. Data gathering and verification for regional common indicators on SWM in SEE.	Necessary data for regional common indicators on SWM gathered. <i>Support provided by NALAS TF members in gathering national data</i>	7	16 June - 31 October 2015
4. Preparation of the Report on SWM Benchmarking.	Report on SWM Benchmarking prepared and accepted by NALAS members – LGAs and NALAS TF on SWM. <i>Support provided by NALAS TF members.</i>	9	15 October - 15 November 2015 <i>16 November – 4 December TF member's feedback</i>
5. Presentation of the Report on Benchmarking on SWM in SEE	Report findings and recommendations presented to the project partners and relevant stakeholders.	3	Second half of January
6. Preparation of the Report on Good Practices for SW data collection.	Report on Good Practices for SW data collection prepared.	2	26 April - 01 May 2015
7. Participation at the meeting of NALAS Task Force on Solid Waste and Water Management	Presentation of the progress of benchmarking on SWM in SEE and discussion regarding findings and further implementing of the Benchmarking	1	October – November 2015
8. Preparation of the Assignment Report	Narrative Assignment Report submitted to NALAS	1	January 2016
	TOTAL expert days	36	

The expert will ensure that all abovementioned activities are appropriately documented. He/she is expected to work closely with NALAS programme team and NALAS Task Force on SWWM. All documentation/correspondence/presentations shall respect the project's visibility guidelines, as provided to the expert by the Project Officer.

6. Timing and duration of mission/s

All above listed tasks and activities and the production of the expected outputs are envisaged to take place between beginning of April 2015 and mid of November 2015.

The total number of man/days that shall be necessary to complete the activities listed under point 5 of this ToR is 36.

7. Reporting

The Regional Expert shall provide a Mission Plan that is to be reviewed and approved by the Project Officer referenced in point 2 of this ToR (following the template in Annex 1 to this ToR), not later than 3 days after the signing of the contract.

A Final Mission Report with all related outputs shall be submitted to the Project Officer, referenced in point 1 of this ToR for reviewing and approval, not later than 15 November 2015. The Final Assignment Report with all related outputs, shall also state observations on problems/risks encountered and recommendations for improvements/additional activities/risks mitigation actions.

8. Terms and Payment

The Regional Expert will be hired under an Individual Contract (IC) and will be paid in EURO upon submission and approval of each of the deliverables listed above in the point 5 of this ToR. The expert shall provide timesheet together with the deliverables in order to proceed with the payment.

The payment conditions indicated herein represents the maximum amount of expert days to be paid for the particular deliverable and will be based on the actual number of working days invested for the development of each deliverable.

The amount paid shall be gross and inclusive of all associated costs such as social security, pension and income tax in accordance to the Macedonian Law. Assignment-related travel and accommodation costs outside of expert's home base will be borne by NALAS upon submission of documentation.

9. Expert profile

The Regional Expert shall comply with the following qualifications and skills requirements:

Competencies

Technical Competencies:

- Excellent analytical and writing skills. All documents shall be prepared in the English language;
- Excellent communications and facilitation skills.
- Full computer literacy.

Corporate Competencies:

- Demonstrates integrity by modeling NALAS values and ethical standards;
- Promotes the vision, mission, and strategic goals of NALAS;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism.
- Client Orientation: Organizes and prioritizes work schedule to meet client needs and deadlines; Responds to internal and external clients in a timely and appropriate fashion.
- Team Work: Acting as a team player and facilitating team work.

Required Skills and Experience

Academic qualifications:

- Advanced degree (at least Master's or equivalent) in environment, waste management, technical science or engineering.
- Specific training/additional education relevant for the topic will be considered as an asset.

Professional Experience:

- Have extensive (over 10 years) international practical and consulting experience in the area of Municipal Solid Waste Management
- Have demonstrable experience of policy development in this area;
- Proven experience in setting Solid Waste Management indicators.
- Conducting at least 5 studies and/or analysis related to SWM.
- Previous experience in working with the representatives from central and/or local government level institutions of the project countries and/or countries of SEE region on issues related with the assignment.
- Understanding of the relevant sector, its specifics and challenges (specifically local governance and decentralization issues)
- Knowledge/experience with EU legislation and legislation of the project countries relevant for the assignment.

Language Requirements:

- Language proficiency in both written and oral English language.

NALAS strives to assure equitable representation of women and minorities in all its activities.

Experts must be independent and free from conflicts of interest in the responsibilities defined by the Terms of Reference.

10. Performance indicators

The indicators reflecting the expert's performance are: timely presentation of results and outputs, quality of documents and reports to be provided to the Project Officer.

11. Evaluation of work

The performance of the tasks will be assessed by the Project Officer.

12. Application procedure

The interested candidates are required to send the following documents in English:

- **Cover letter** that clearly states motivation and qualification for the position and tasks described within this ToR;
- **Personal CV** including past experience in similar projects, and
- **Financial offer** shall specify gross amount per man-day in EUR.

Application will be accepted by e-mail at: info@nalas.eu

The **deadline for submission** is **16:00, Friday, 17 April 2015.**

Annex 1

EXPERT MISSION PLAN

1. Expert (Name)	

2. Mission duration	
Start date:	
Finish date:	

3. Task / Topics: <i>Please add as many rows as necessary (see TOR for the Assignment and make sure it complies with ToR and deliverables from previous missions, if any)</i>	
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-	

4. Planned/indicative activities: <i>Please add as many rows as necessary</i>		
According the mission duration insert (as many rows as necessary)	Activity	Counterparts to meet
Day 1		
Day 2		
Day 3		
Day 4		
Day 5		
<i>Please note that last day of Mission should foresee a meeting for presentation of Mission outcomes to Team leader/ Beneficiary</i>		

5. Planned results / outputs related to the mission: <i>Please add as many rows as necessary</i>	

6. Other Issues / Assumptions	

Annex 2

MISSION REPORT

Expert is required to prepare a mission at the end of each Mission. This report should be submitted/send to the Project Officer with the Time Sheets. Payment of fees will be conditional upon approval of outputs of the Mission report. The following is the layout and content of the report.

1. Expert (Name)

2. Mission Reporting Period	
Start date:	
Finish date:	
Total mandays approved for the assignment	
Days utilized in the reporting period	
Days utilized start-to-date	

3. Purpose of Mission

4. Main activities undertaken

5. Outputs delivered

6. Activities for next mission

7. Comments/Important risks/issues associated with the project/activities undertaken

Annex(es):

(Please add all Annexes, incl training handouts, deliverables)

Signature of the Expert / Date of the Report		
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Project Officer Approval	
Signature/Date:	
Comments	

Time Sheet

Project Title	
Contract Nr.	
Contractor:	NALAS
Expert's Name:	
Position:	

Period

_____ (month) _____ (Year)

Date/day	Activity nr.	Working Day (\leq 22/Month)	Per Diem	Location	Short Description of Activities
01					
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28						
29						
30						
31						
Total						

Total working days

0,0
0,0

**Total Per
Diems**

Expert

(signature, date)

**Project
Officer**

(signature, date)