

Terms of Reference for Regional Expert

Title of ToR: Preparation of recommendations for improvement of SWIS and CFM

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. Some municipalities in the region apply advanced data collection methods, management processes and instruments such as the Solid Waste Information System (SWIS) and the Cost and Finance Model (CFM) which have been jointly developed by the Open Regional Fund – Modernisation of Municipal Services (ORF MMS) and NALAS.

CFM is a web-based modelling instrument helping the municipalities in assessing the costs of the provision of household waste collection. The SWIS is a similar modelling instrument helping the municipalities to assess their investment needs. However, interest to use such instruments in the region of SEE is not on a satisfactory level, mostly due to the lack of basic data for solid waste, necessary to be used as an input to SWIS and CFM. In addition, absence of an adequate promotion and minor technical errors from the IT perspective of the instruments, influenced to the considerable application of these instruments in the municipalities of the SEE region.

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 second project’s component, development of recommendations for upgrading SWIS and CFM tools is anticipated.

Based on the cooperation with the project partners, NALAS will develop recommendations for upgrading SWIS and CFM tools, based on the practical implementation of SWIS and CFM tools during the campaigns of SW data collection and analysis by SeSWA. Therefore, **NALAS is seeking for competent Regional Expert on SWIS and CFM** who will provide measures for improvement of the tools, having in mind the SeSWA and Aquasan recommendations.



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2. Reference persons

Reference person for the mission is the Project Officer, Boran Ivanoski
Email address: ivanoski@nalas.eu

3. Assignment objective

The main objective of the assignment is to provide expert opinion and recommendations for upgrading and improvement of the Solid Waste Information System (SWIS) and the Cost and Finance Model (CFM), and thus updating their guidelines.

4. Terms of Reference Relevance

4.1. Municipal Solid Waste Information System Model - SWIS

The SWIS model is a tool designed for municipal waste management data collection and analysis and is intended for use by public entities in charge for the provision of this service. It will help local governments to collect and process relevant data on the most important questions in municipal waste management such as: What are the quantities of waste generated, and how much is collected? What is the structure of mixed municipal waste? What is the amount of separation achieved? Is the waste treated and how is it disposed of? What are the costs and what is the efficiency level of the present system?

The primary goal of the SWIS model is to assist local governments in assessing and organizing information collection and processing, in a manner that will help them to obtain a clear picture of the state of waste management in their community, as a first but crucial step towards improving the methodological and organizational framework of municipal waste management and a starting point in considering and planning further steps on how to improve waste management in their communities.

The SWIS model, is an MS Excel based concept.

Entered data in SWIS are combined with other newly entered data generating results and different waste management indicators.

The model computes efficiency indicators for the Public Utility Company or operator such as quantity of waste collected annually per employee in tonnes, population served per employee, and employees per 1000 population served.

The model computes 44 indicators on important aspects of municipal waste management such as: Municipal waste collection and transport

- Municipal waste quantities
- Municipal waste depositing on landfill without separation
- Municipal waste depositing after separation
- Municipal waste recovery after separation
- Landfill usage capacity current cost, planned investments and estimated cost in EUR

4.2. Cost and Finance Model – CFM

Cost and Finance Model is a web-based spreadsheet application developed to support local governments and their public utility companies in South Eastern Europe to get better overview of their waste management cost structure. Conceptually CFM is based on typical Waste Management activities like collection, transport, separation and disposal. Thus it helps the local authorities to understand the costs of each activity separately and enables a better cost management. The Model can also serve as a tool for identification and appreciation of the general financial data of the waste management systems of

the local governments and possibly help them define and apply policies aimed at ensuring the quality of service to the citizens at a lower cost.

On a separate “Indicators” sheet costs of waste management service are divided between 4 different groups of indicators. All indicators are given in two formats: in national currency per year and in Euros per year. Indicators are meant to show what is the true costs of waste management service and how these costs are distributed between specific waste management activities. The first indicator is the Total cost which shows the total cost of waste management service at the company level per year. The second indicator is showing the breakdown of Total costs per waste management activity blocks. This indicator can be used for setting tariffs for separate activities. Last two indicators show costs of specific waste management activity per ton and per capita showing the efficiency within single activity blocks. Derived indicators can be used to perform different types of comparisons.

4.3. Major assumptions necessary to achieve the assignment’s objective

In order to achieve the above-mentioned objective, following assumptions shall be considered:

- SWIS and CFM shall be adapted to fit the specific needs of the pilot municipalities and public utilities and upgraded to take into account potential changes in the regulatory environment.
- Developed recommendations for upgrading SWIS and CFM are in close relation with revision of the SWM indicators (at national and regional level) mentioned within point 4.1 and 4.2 of this ToR.
- The recommendations for upgrading of SWIS and CFM will be used as a base for IT intervention and improvement of the tools from the IT perspective. Checking methods will be also used to test and improve the accuracy of both instruments, throughout the next coming measurement campaigns of solid waste in the pilot municipalities, implemented by SeSWA.
- The list of recommendations provided has to be compiled with the recommendations provided by Aquasan.
- Besides the finding on functioning of SWIS and CFM and proposals for their improvement provided by SeSWA and Aquasan, additional inputs derived from the GIZ IMPACT project’s experiences, NALAS trainers’ reports, good practices, and project’s Platform for knowledge sharing.
- The recommendations are base for upgrading of the guidelines for practical application of the updated SWIS and CFM. Based on it, at the individual level, the public utilities and municipalities’ employees involved in the data collection process will be trained.
- Besides the recommendation for improvement of the tools, additional directions for promotion of the revised tools and their appropriate usage by the local governments and public utilities in the region of SEE need to be provided.
- The developed recommendations are subject of consultations with NALAS Task Force on Solid Waste and Water Management and project’s partners.

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 draft Report of recommendation for improvement of SWIS and CFM as well as SWM indicators, based on the inputs provided by SeSWA, Aquasan, GIZ IMPACT project, NALAS Trainers' reports, project's knowledge Platform.	Draft of the Report of recommendations for upgrading and improvement of the SWIS and CFM including SWM indicators developed and submitted to NALAS Secretariat. Based on the developed recommendations, the Regional Expert will contribute in preparation of the ToR for engagement of the IT company.	5	15 May - 22 May
Feedback provision on the draft recommendations by NALAS TF and project partners – Aquasan and SeSWA		0	25 May - 29 May
2. Incorporation of the feedback provided.	Feedback on recommendations incorporated within the final Report of recommendations for upgrading and improvement of the SWIS and CFM	1	30 May – 02 June
3. Communication and direction provision to the IT company for integrating and applying the Report's recommendation.	Report's recommendations applied within the SWIS and CFM IT solutions.	1	2 June - 5 June
IT company intervention to the SWIS and CFM IT solutions		0	8 June - 19 June
4. Review of the upgraded IT solutions of SWIS and CFM and provision of confirmation for their readiness to be applied.	Report on reviewed IT solution of SWIS and CFM as well as confirmation for using the upgraded versions of SWIS and CFM provided.	2	22 June - 24 June
5. Updating of the SWIS and CFM Guidelines in accordance to the Report of recommendations (point 2) and Report on reviewed IT solutions of SWIS and CFM (point 5). Provision of directions for promotion of the revised tools.	SWIS and CFM Guidelines updated and submitted to NALAS Secretariat. For each of the revised tools one pager with Directions for promotion of the revised tools and their appropriate usage by the local governments and public utilities, provided	2	22 June - 10 July
6. Assignment/mission report development	Assignment/mission report prepared and submitted to NALAS Secretariat.	1	31 July.
TOTAL expert days		12	

The expert will ensure that all abovementioned activities are appropriately documented.

S/he 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. In addition, the assignment of the Regional Expert is in

close cooperation with the IT company/expert designated to apply expert's recommendations related to improvement of SWIS and CFM.

6. Timing and duration of mission

All above listed tasks and activities and the production of the expected outputs are envisaged to take place between 15 May 2015 and 31 July 2015.

The total number of man/days that shall be necessary to complete the activities listed under point 5 of this ToR is 12.

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 July 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 5 years) international practical and/or consulting experience in the area of Municipal Solid Waste Management in the region of SEE.
- Proven strong experience and knowledge in working with SWIS and CFM.
- Strong knowledge, experience and understanding of Solid Waste Management indicators closely related to the SWIS and CFM.
- In-depth knowledge related to the major components of waste management system, resources that public utility enterprise is using, as well as excellent understanding where costs emerge and allocate costs by different activities in the waste management chain (collection, transport, treatment and disposal).
- Conducting at least 5 studies and/or analysis related to SWM.
- Previous experience of at least 5 years in working with the representatives from Local Government Associations in the region of SEE, as well as, local governments of the project countries and/or countries of SEE region on issues related to SWIS and CFM.
- 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 with explicit explanation of the qualifications 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, Monday, 11 May 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					
02					
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26						
27						
28						
29						
30						
31						
Total						

Total working days

0,0
0,0

**Total Per
Diems**

Expert

(signature, date)

**Project
Officer**

(signature, date)