

TERMS OF REFERENCE

Consulting Services:	International Subject Matter Experts
Project:	Developing a Utility Management Training Program Curricula Framework for the Water Supply and Wastewater Utility Managers in the Danube Region
TF No.:	012722
Location	Home based
Type of Contract:	Individual Contract
Expected start date:	1 July, 2017
Contract duration:	1 month period
Budget:	Euro 2,000 per expert (lump sum remuneration)

I BACKGROUND INFORMATION ON THE PROJECT

The Water Supply and Sewerage Association of Albania (SHUKALB) has received financing from the International Association of Water Supply Companies in the Danube River Catchment Area (IAWD), under the Danube Water Program, toward the cost of implementing the project "*Developing a Utility Management Training Program Curricula Framework for Water Supply and Wastewater Utility Managers in the Danube Region*".

The Project consists of five specific activities that will be carried out over a period of 5 months, and they are summarized as follows:

1 Summary of Research Documentation on Current Practices and Models

With the guidance of an International Expert, to be retained by SHUKALB, and assisted by an Expert Advisory Committee, to be formed by SHUKALB, the Project Team will research and prepare background documentation on the training needs of water utility directors; existing models of public administration/utility director training programs; typical training program curriculum content; and alternative training delivery models particularly directed at utility professionals already functioning in senior management positions, who would be the likely candidates to take the course.

2 Report on Training Structure, Curriculum and Delivery Model

With the guidance of the International Expert, assisted by the Expert Advisory Committee, and based on the background documentation prepared under Activity 1, the Project Team will prepare a Report, with supporting analyses, for a recommended training program institutional structure, and key subject content to be included in the training program curriculum, that would best fit the sector needs of the Danube River Catchment Area.

3 Course Narrative Descriptions with Learning Objectives and Course Outlines

With the guidance of the International Expert and working with a Team of Subject Matter Experts, to be selected by SHUKALB, the Project Team will develop individual course narrative descriptions; course learning objectives, and a detailed course outlines for every course that was agreed would be included in the final Training Program Curriculum, based on the recommendations made under Activity 2.

4 Recommended Training Delivery Model

With the guidance of the International Expert, and based on research and consultation with IAWD, the Project Team will develop and recommend a training delivery model that would be sustainable under the IAWD - D-LeaP initiative to improve water supply and wastewater utility performance in the Danube River Catchment Area. This recommendation will also present a budget model to support future discussions as to the willingness and affordability of the recommended Utility Director's Training Program from the perspective of potential management professionals in the Danube River Catchment Area.

5 Final Summary Report

The Project Team will prepare and submit a Final Summary Report, which presents the recommended Utility Director's Training Program model, curriculum content, and training delivery model in sufficient detail to allow stakeholders, who might be interested in the further development of the training program, to determine their level of interest in financially supporting the program.

An International Expert is engaged to provide guidance in the process of developing a utility management training program curriculum framework, and an Advisory Group of distinguished Water Utility Directors and Academics in the Danube region is established to review and comment on the Project' final products. At present, the project has completed the research and training needs assessment phase and has prepared a Report with the main result, and the recommended Training Program structure and curriculum key subject areas, that would best fit the sector needs of the Danube River Catchment Area. In this context, the project is looking for a team of Subject Matter Experts, who will be developing the curriculum content.

II OBJECTIVES OF THE ASSIGNMENT

The team of Subject Matter Experts shall be established in order to further develop the Training Program curriculum content.

III SCOPE OF WORK

The team of Subject Matter Experts shall be engaged under Project Activity 3, and will undertake the following scope of work:

- Develop individual course narratives descriptions, learning objectives, detailed course outlines with time allocation, learning modalities, and resources for every course included in the final training program curriculum.
- Provide advice on the most effective Delivery Model to be utilized for the overall Utility Management Training Program.
- Participate in Skype calls with the Project Team to discuss the aforementioned activities.

IV EXPECTED OUTCOMES

Under this assignment, the following project deliverable is expected:

Course Narratives Description with Learning Objectives and Course Outlines, on/about end of July, 2017.

V COMPOSITION AND QUALIFICATIONS REQUIREMENTS (BASIS FOR EVALUATION)

The team of Subject Matter Experts shall be composed of maximum 6 experts. The composition shall ensure a mix of academic and technical expertise. The Experts shall have the ability to serve in an independent, personal capacity. Specifically, the experts should possess the following qualifications and experience:

- Academic or technical experience in developing training program curricula content in the field of Utility Management, with special regard in one or more of the following areas, differentiated into two target audiences:
 - (1) Top Management:
 - Policy, Governance and Regulation,
 - Leadership and Change Management,
 - Human Resources Development and Management,
 - Financial Sustainability and Creditworthiness,
 - Business Planning and Management Efficiency,
 - Modern Technologies in Utility Management,
 - (2) Senior & Middle Management
 - Human Resources,
 - Quality Control, and Water Safety Planning,
 - Water Utility Finance, Expenditure and Revenue Management,
 - Risk-based Asset Management, including Non-Revenue Water,
 - Performance-Based Contracts, Opportunities and Pitfalls,
 - Climate Resilience and Energy Efficiency,
 - Planning and Design of WTPs and WWTs, the DBO and DBOF approaches.
- Knowledge of Danube region water utilities management challenges,
- Proven ability to adapt international best practices to the particular objective/context of the project activity,
- Ability to provide input in timely manner,
- Exceptional written and oral communication skills in English language.

VI DURATION OF THE ASSIGNMENT

Under this assignment, the team of Subject Matter Experts will be contracted for the period from July 01, 2017 – July 31, 2017, with a lump sum remuneration of € 2,000 per expert upon delivery of the approved final output.

VII REPORTING REQUIREMENTS

As defined in the Scope of Work, and the expected outputs, the Experts will be submitting the outputs to the Project Manager.