

TERMS OF REFERENCE

Consulting Services:	International Expert
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 with a visit to Tirana, Albania
Type of Contract:	Individual Contract
Expected start date:	01 February 2017
Contract duration:	21 days within a 5 months period
Budget:	10,500 Eur Travel expenses reimbursed max 1,650 Eur

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 the International Expert, and assisted by the 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.

At present, the Project is under the Start-up phase, and the Project Director, together with the Executive Director, have refined the framework of the Project. The Project is mobilizing its Project Team and experts. In this context, the Project is seeking a potential International Experts, who could be engaged by the Project; as well as professionals/academics in the region, who could serve as part of the Expert Advisory Committee.

II. Objectives of the Assignment

The services of an International Expert are required to help guide the Project Team in developing a utility management training program curricula framework for the water supply and wastewater utility managers in the Danube River Catchment Area.

III. Scope of Work

The International Expert shall undertake the following Scope of Work:

Under Project Activity 1:

- Provide advice on the appropriate research methodology and necessary sources to be utilized, prior to the start of data collection; on the following areas:
 - Training needs of water utility directors;
 - Existing models of public administration/utility management training programs;
 - Typical training program curriculum content;
 - Alternative training delivery models for senior utility professionals.
- Monitor the undertaking of research by the Project Team, in order to assess the progress and provide guidance toward the successful execution of the activity.

- Monitor the Expert Advisory Committee input and provide feedback on the research documentation.
- Provide comments and revisions on the research documentation compiled by the Project Manager.
- Travel to Albania to meet with the Project Team to review the final summary background documentation with the findings from the research.

Under Project Activity 2:

- Guide the Project Team in preparing a first draft report, with supporting analyses, including:
 - A recommended training program institutional structure.
 - Key subject content to be included in the training program curriculum.
- Monitor the Expert Advisory Committee input and provide feedback on the most appropriate training program curriculum and delivery model from the water utility manage training needs perspective.
- Revise the final draft of the report.

Under Project Activity 3:

- Guide the Project Team and the Subject Matter Experts in developing a final training program curriculum based on prior agreed recommendations, containing:
 - Individual course narrative descriptions.
 - Learning objectives.
 - Course outlines.
- Review and comment on the work of the Subject Matter Experts.
- Monitor the consultation process with the Expert Advisory Committee.
- Revise and comment on the final document produced under this activity.

Under the Project Activity 4:

- Guide the Project Team in developing a recommended training delivery model, based on the findings and in consultation with IAWD.
- Monitor the consultation process with IAWD on the training delivery model.
- Review and comment on the training delivery methods that should be considered.
- Provide technical input on the budget model document prepared on this phase.
- Revise the final delivery model.

Under Project Activity 5:

- Revise the final draft of the report.

IV. Expected Outcomes

Under the assignment, the following Project deliverables are expected:

1. Revised Summary of Research Documentation on Current Practices and Models, on/about end of February 2017.

2. Revised Report on Training Structure, Curriculum and Delivery Model, on/about end of March 2017.
3. Revised Course Narrative Descriptions with Learning Objectives and Course Outlines, on/about end of April 2017.
4. Revised Recommended Training Delivery Model, on/about end of May 2017.
5. Revised Final Summary Report, on/about end of June 2017.

V. Qualification and Experience Requirements, and Basis for Evaluation

The International Expert for this assignment should possess the following qualifications and experience:

- At least fifteen (15) years of relevant academic and/or consulting experience in the field of utility management;
- Experience in designing, developing training program curricula.
- Knowledge of Danube River Catchment Area in terms of water utility management challenges.
- Proven ability to adapt international best practices to the particular objectives/context of the Project.
- Demonstrated ability to work and communicate with a multi-national team of experts.
- Ability to provide input in a timely manner.
- Exceptional written and oral communication skills in the English language.

VI. Duration of the Assignment and Estimated Time Input

Under this assignment, the International Expert will be contracted for the period from 01 February 2017 – 31 June 2017. The Level of Effort required of the Expert, understood to be represented by the Scope of Work, has been budgeted as a total of 21 working-days, and allocated to each Project Activity, as follows:

Project Activity	Level of Effort (working-days)
Activity 1 – Summary of Research Documentation	5
Activity 2 – Report on Training Structure, Curricula and Delivery	4
Activity 3 – Course Description, Learning Objectives and Course Outlines	4
Activity 4 – Recommended Training Delivery Model	4
Activity 5 – Final Summary Report	4
Total	21

VII. Reporting Requirements

The reports, as defined in the Scope of Work, are related to the Project outputs and are to be submitted to the Project Manager.