



Association for Water Technology and Sanitary Engineering

**Request for Expressions of Interest
For
Development of a Business Plan**

Deadline for submission of Application:

February 02, 2017



Request of Expressions of Interest

STRENGTHENING OF NATIONAL WATER AND WASTEWATER ASSOCIATIONS

INDIVIDUAL CONSULTANCY SERVICES

Request for Expressions of Interest

The Association for Water Technology and Sanitary Engineering- UTVSI will apply for financing from the Danube Water Program toward the cost of the “Strengthening of national water and wastewater associations” project, and intends to apply part of the proceeds during the initial stage of funding for individual consultancy services. The services include development of a business plan for UTVSI as a road map for its implementation and realization of its specified activities.

The Association for Water Technology and Sanitary Engineering now invites eligible consultants to indicate their interest in providing the services. Interested consultants must provide information indicating that they are qualified to perform the services (brochures, description of similar assignments, experience in similar conditions, availability of appropriate skills, etc.), because they will be selected on the basis of their relevant experience, qualifications, and capability to carry out the assignment.

An individual consultant will be selected in accordance with the procedures set out in the World Bank’s [*Guidelines: Selection and Employment of Consultants by World Bank Borrowers*](#) (current edition) and ToR for the assignment.

Interested consultants may obtain further information at the address below during office hours from 0900 to 1500 hours.

Expressions of interest must be delivered either to the address below or by e-mail by 16 January 2017.

Association for Water Technology and Sanitary Engineering

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Terms of Reference

Development of a Business Plan for Water Utility Associations

BACKGROUND

The Danube Water Program's (jointly managed by IAWD and the World Bank) has a vision of Smart Policies, Strong Utilities and Sustainable Services that will be achieved through a series of individual activities at (sub-) regional and at national levels using three main instruments: analytical and advisory work, a knowledge sharing platform and capacity development activities.

IAWD as regional association of water utilities has overall responsibility for the capacity development activities. One of the defined regional capacity building activities IAWD has promoted under the program is WSS Association Strengthening Support. Objective of this activity is to strengthen the water utility associations and improve their capacity to become self-sustainable and active members of the Regional Training Partnership (D – LeaP).

In order to achieve this Water Utility Associations are offered the possibility to prepare (if they do not already have one) a Business Plan. Preparation of the Business Plan (BP) is considered as an absolutely necessary step in strengthening the WSS Associations. During preparation of the BP, WSS Associations will be forced to take an objective and critical look at their business activities, to document the actions to be taken as commitments for improvement of the Association's overall performance and effectiveness and to communicate their ideas to others. The Business Plan should provide the basis for the financial stability and make rational and coordinated decisions about levels and types of programs and activities.

It is envisaged that a tendering process in each country will be used to select consultant to develop BP. However, if the WSS Association considers that BP could be prepared using an "in-house" resources, there will be no need for a tendering process, but for a statement describing qualifications of Association's staff who will be engaged on preparation of the BP.

The expected outcome is completed Business Plan for the Water Utility Associations. Each Business Plan will undergo quality assessment by an independent expert.

Based upon the Business Plan, a second stage of funding will be allotted to each Association to carry out action(s) identified as needed in the Business Plan. This funding will provide an incentive for the BP implementation and Associations' active development.

It is anticipated that capacity building and knowledge sharing activity will be one of the core activities proposed by the Associations in order to enable them becoming an active member of the Regional Training Partnership (D – LeaP).

The following TOR specifies the work needed under this project.

OBJECTIVE

The overall objective of this assignment is to develop a five year Business Plan for the Water Utility Associations in a very structured, objective and quantifiable way. The specific objectives of the assignments are to:

- Develop an Association Business Plan with clearly stated Vision, Mission Objectives and Strategic Goals that can be achieved by following defined Action Plan



- Develop an Association Business Plan and thus allow achievement of sustainability for all of its desired activities, projects and programs. In such a case, sustainability equates directly with financial independence, enabling them to freely reflect and represent the interests of their members.

SCOPE OF WORK

To achieve the given objectives, a Business Plan should be comprised of:

- Overall introduction describing the background of the Water Association, its present function, organization and functions
- Current position of the Water Association within the sector in its country
- Vision Statement and Mission Objectives of the Association
- Strategic Goals and Action Plan, for the 5 years planning period (mid-term outlook)
- Governance, organizational structure and staffing plan
- Strategy on the future membership structure
- Communications plan to its audiences and stakeholders, and most particularly its members
- Knowledge management and sharing plan, which can include capacity building support, thematic partnerships, thematic or annual conferences
- Project development programs and cooperation with strategic partners
- Budget forecast, for the 5 years planning period

APPROACH

There are two possible approaches:

The Association will assess the scope of work related to development / update of the Business Plan and will decide whether the Business Plan can be drafted with:

- “in-house” resources or
- external support

In order to make a decision on an approach to be deployed, the Association has to be aware that the following tasks, at minimum, will have to be undertaken in order to develop a Business Plan for Water Associations:

- ✓ collect existing relevant data as a basis for developing a Business Plan. While implementing this task take into account the needs of the Associations’ members
- ✓ develop outline of a business plan in consultation with Associations’ General Assembly / Board
- ✓ consult the other interested stakeholders (similar associations, potential partners, private sector, etc.) while developing an outline of a business plan
- ✓ develop an integrated computation model that will support all planning and budgeting needs of a Business Plan
- ✓ finalize a Business plan by reflecting comments and suggestions made by the Associations’ General Assembly / Board



DELIVERABLES

The Water and Wastewater Association shall provide a business plan document with the correspondent budget tables in hard and soft copy. Business plan should, inter alia, consist of the following segments:

- Description of the Association (current status)
- Vision statement
- Mission objectives
- Organizational structure
- Strategic priorities
- Objectives and targets for all main activities (membership numbers, training courses offered, etc.) for five years at minimum
- Operational implementation plan / action plans
- Staffing plan
- Budget forecast (Revenues: like e.g. member fees, projects, grants and various contributions; and Expenses: like e.g. permanently employed and supporting staff, rent and utilities, offices supplies) for five years at minimum

TIMING

Commencement date:	After Application for Call for Grant Applications
Implementation time:	18 months in total (this include development of a Business Pan as well implementation of a proposed activity that will improve Association's overall performance and effectiveness)
Milestones:	Review of a Business Plan by the IAWD TS supported by an independent expert from the beneficiary country Acceptance of a proposed Activity (accompanied by procurement and budget implementation plan) by the IAWD Technical Secretariat

QUALIFICATIONS AND WORK EXPERIENCE

It is expected that the individual that will develop a Business Plan, shall provide following expertise:

- At least a Master's degree in Business Administration, Management or a related discipline
- Working experience / knowledge of Water and Wastewater Associations, and in-depth understanding of their organizational structure, functioning and role
- Experience in developing business plans and strategic action plans
- Excellent command, written and spoken, of both English and language of the target country

Up to maximum 25 working days, within 3 months' time, are foreseen for developing a Business Plan.

REFERENCE DOCUMENTS

The following documents, developed with the support of the IAWD / Danube Water Program through its Competitive Grant Window: "SHUKALB – Business Planning for Water Associations" shall be used as a guideline to develop a Business Plan. All documents will be made available to all Water and Wastewater Association.