



**Ministry of Environment and Energy**  
Republic of Maldives

## **TERMS OF REFERENCE**

### **Institutional Needs Assessment of Waste Management Corporation Ltd.**

#### **1. Introduction**

The Government of the Republic of Maldives through the Ministry of Environment and Energy (MEE) is implementing Saafu Raajje - Maldives Clean Environment Project (MCEP) financed through grant aid from the International Development Association (IDA), World Bank. The project is implemented in accordance with the World Bank's guidelines and procedures on procurement and financial management.

The project development objective of MCEP is to improve solid waste management in selected zones of the Maldives, namely Zone 2 (*Noonu, Raa, Baa and Lhaviyani Atoll*), Zone 4 (*Meemu, Faafu and Dhaalu Atoll*) and Zone 5 (*Thaa and Laamu Atoll*).

The Government of Maldives intends to apply part of the proceeds of this project for consulting services to undertake an institutional needs assessment of Waste Management Corporation Ltd. to determine the specific areas in which the company's capacity needs to be built to meet its mandate and contractual obligations.

#### **2. Background**

The Government of Maldives is investing over US\$200m to establish sustainable waste management systems throughout the country to ensure all forms of solid waste generated across the country, irrespective of source is managed in a sustainable way. To this end, the GoM revived the Waste Management Corporation in 2015 (which was established in 2009), to operate the installed waste management systems throughout the country. WAMCO's mandate is limited to (i) collection and transportation of waste from islands and resorts to Regional Waste Management Facilities (RWMFs) and (ii) operating and maintaining the RWMFs. The generators (i.e. islands and resorts), except in Male and other cities, will be responsible for collecting the waste from source and for preparing it for collection by WAMCO. However, in cities, Male, Addu and Fuvahmulah where the Ministry of Energy and Environment (MEE) is mandated to undertake Solid Waste Management (SWM) and not the councils, WAMCO is also responsible for collecting the waste at source. Notwithstanding, in all cases, generators are also able to transport their waste directly to WAMCO at the RWMFs or to their HQ in Male.

In 2017, WAMCO began operations in Male and in the Zone II RWMF at Vandhoo including collection and transportation from the islands in this zone. However, as a relatively new institution, with limited

experience and capacity to sustainably carryout its function, WAMCO would need substantial capacity building over the immediate to medium term to improve efficiencies, reduce costs and to meet mandated performance targets.

### 3. Objective of the Study

The objective of this study is to determine the specific areas in which WAMCO's capacity needs to be built to meet its mandate and contractual obligations. Specifically, the study will (i) undertake a qualitative and quantitative Needs Assessments (NA) of WAMCO to perform its mandates and contractual obligations and (ii) based on the needs assessment, develop a detailed and comprehensive Capacity Building Plan (CBP).

### 4. Scope of the Study

The scope of the study is to undertake the NA and CBP, detailed as follows;

**Needs Assessment (NA)** – based on WAMCO's mandate, contractual obligations, compliance requirements and detailed operational plan, undertake a detailed needs assessment to sustainably and successfully perform these tasks. The NA will span WAMCO's functional areas of operations, marketing, finance (including budget planning and execution, revenue management and administration), technical and engineering, human resources, IT etc).

**Capacity Building Plan (CBP)** – based on findings of the needs assessment, develop a detailed capacity building plan to address these needs, to be executed in two distinct phases;

- Phase 1 (Immediate term) – To build capacity for WAMCO operations in Zone 2 (Vandhoo RWMF and Islands) and
- Phase 2 (Medium Term) – To build capacity for WAMCO Operations in the rest of the country.

In each phase, the CBP will address the types of activities required, including HR, IT systems installation and operating costs, training (both short and long term), twinning arrangements with international operators (including a ToR and long list of potential candidate organizations for the twinning arrangement), timing for each activity, who is responsible for carry them out and how, including detailed cost estimates for each activity. The CBP must also include relevant performance and result indicators to determine effectiveness of the plan and an adaptive management procedure for reviewing and adjusting the plan as needed.

### 5. Timing of the Study

This study is meant to be carried out contemporaneously with the technical study being undertaken by MEE's technical and engineering consultant. The expected duration of the study is 60 days.

### 6. Detailed Tasks

#### **Part 1: NEEDS ASSESSMENT**

##### **Task 1:**

The first part of the NA is to review various documents, plans and undertake site visits to get a full understanding of WAMCO's mandate, contractual obligations, environmental and social compliance requirements and detailed operations plans, to ensure these requirements and issues inform the NA.

**Task 2:**

Work closely with MEE's consultant who is helping WAMCO, and WAMCO's senior management team to finalize their Operational Plans, to review these plans, and to influence the measures in this plan, which shall ultimately inform the NA and CBP.

**Task 3:**

Based on Task 1 and 2, develop a prioritized list of WAMCO's Technical and Engineering Challenges and operating transport logistic environment.

**Task 4:**

**Organizational Structure** – review WAMCO's operational structure and governance/oversight functions and benchmark them against relevant international/best practice utilities to determine most optimum organizational, corporate and oversight structure for WAMCO given the Maldives special environment of being a small island state, dispersed islands with small populations, a large tourist destination and a difficult geography with limited opportunities for economies of scale benefits.

**Task 5:**

**Human Resources** – based on Tasks 1 – 4 above, determine the optimum staffing and training needs for WAMCO, at all levels (senior management, middle management, technical and admin), over the immediate (< 2 years), medium (2-5 years) and long term (beyond 5 years). Develop generic terms of reference for each proposed new and/or revised/re-structured position, detailed training content (not courses) for short term and longer-term training, the type of training required and at what level etc. Advise on performance evaluation systems relevant for WAMCO. Furthermore, determine twinning arrangements with best practice international operators strengthen WAMCO's short to medium term O and M capabilities. Develop the appropriate terms for this twinning arrangement.

**Task 6:**

Review and advise on WAMCO's Finance and Budgeting procedures and systems with a view of strengthening them to meet the overall capacity building needs.

**Task 7:**

**IT Systems** – what are the IT systems required at operational plan level, HR, Finance, Admin and Marketing and the details to establish these in support of the findings of the NA and the implementation of the CBP.

**Part 2: CAPACITY BUILDING PLAN****Task 1:**

Based on the findings of the Needs Assessment, develop a detailed and comprehensive Human Resources development and systems development (IT, MIS, communication, etc) plan. The plan must include all corporate functions of WAMCO to deliver WAMCO's mandate in line with Contract/MoU with MEE, covering detailed programs and costs, and responsibilities and timelines for carrying out each.

## Task 2:

A detailed Training Plan (including a Terms of Reference for a twinning arrangement with a similar utility/company) is to be included in the capacity building plan.

### 7. Deliverables

There are two deliverables required for successful completion of this assignment, and these are;

- **Needs Assessment report**
- **Capacity Building and Training Plan** (broken down into two phases for implementation)

### 8. Required Qualification and Experience

The applicant should possess the following educational background and experience:

- Minimum of a master's degree in development studies, management, or equivalent combination of education and experience in a related area.
- Minimum of 10 years of task specific experience with structural organizational reforms or training needs of utilities or other corporate service bodies in Maldives and/or other similar environments.
- Exposure to urban environmental services sector.
- Demonstrated experience in undertaking needs assessment or similar activities with supporting documents will be an asset.

### 9. Evaluation Criteria

The EOI's submitted by the consultants will be evaluated based on the criteria below.

Consultant's qualification	[50]
Relevant/ task specific experience	[40]
Exposure to urban environmental services sector	[10]

### 10. Fee:

Negotiable.