Terms of Reference

Programme Manager: Implementation of the MedSea Programme (2020-2024)
DEPOLUTION OF THE MEDITERRANEAN SEA BASIN

“ENVITECC - Financing Advanced Environmental Technologies for Water Systems and Clean Coasts”

1. Background

The European Bank for Reconstruction and Development (the “EBRD” or the “Bank”) has received funding from the Global Environment Facility (“GEF”) for a programme to be executed from 2020 to 2024. The programme will target to achieve depollution benefits in the Mediterranean in line with the International Waters (“IW”) and Chemicals and Waste (“CW”) focal and result areas of GEF. The EBRD seeks to engage a consultant (the “Programme Manager” or the “Consultant”) to function as the Programme Manager to support EBRD in all aspects of the implementation of the Programme (the “Assignment”).

The Mediterranean Sea Programme

The GEF/UN Environment “Mediterranean Sea Programme ("MedProgramme"): Enhancing Environmental Security” (2019-2024) represents the first GEF programmatic multi-focal area initiative in the Mediterranean Sea aiming to operationalize priority actions to reduce major transboundary environmental stresses in its coastal areas while strengthening climate resilience and water security and improving the health and livelihoods of coastal populations. The MedProgramme is implemented in nine beneficiary countries sharing the Mediterranean basin: Albania, Algeria, Bosnia and Herzegovina, Egypt, Lebanon, Libya, Montenegro, Morocco and Tunisia. Its eight Child Projects cut across four different Focal Areas of the Global Environment Facility (International Waters (“IW”), Biodiversity (“BD”), Chemicals and Waste (“CW”), and Climate Change (“CC”)) and involve a wide spectrum of developmental and societal sectors. The Programme builds on the MedPartnership and ClimVar & ICZM GEF projects which have enriched the knowledge on the Mediterranean environment and unravelled the implications of climate change and variability.

The eight Child Projects (“CP”) of the MedProgramme are expected to deliver a set of complementary results embracing three categories of priorities for the Mediterranean Sea which are translated into three components of the programme:

i) Reduction of Land-Based Pollution in Priority Coastal Hotspots and measuring progress to impacts;

ii) Enhancing Sustainability and Climate Resilience in the Coastal Zone;

iii) Protecting Marine Biodiversity.

The EBRD Child Project (GEF Program ID: 9607) “Financing Advanced Environmental Technologies in the Mediterranean Sea Region for Water Systems and Clean Coasts” (“EnviTeCC” or “ENVITECC”) seeks to accelerate investments in wastewater treatment and Persistent Organic Pollutants (“POPs”) elimination/reduction. The aim of ENVITECC is to embed pollution prevention and reduction techniques, technologies and practices into the management practices of private and publicly-owned businesses in Albania, Bosnia and Herzegovina, Egypt, Lebanon, Montenegro, Morocco, Tunisia and Turkey. This objective will be achieved with support from a combination of GEF funds within the International Waters
(“IW”) and Chemicals and Waste (“C&W”) focal areas with EBRD co-financing and, where possible, complemented with investments from other co-financiers and/or sponsors equity. ENVITECC consists of four Components:

- **Component 1: Technical Assistance** – This Component provides Technical Assistance for the following activities: regional/country market and policy framework analysis, guidance for technology and/or practices that can be supported in each country, a feasibility study for an innovation vouchers scheme, targeted pre-investment and investment cycle support for the reduction and prevention of water pollution and POPs. These activities assist the pipeline development for component 2.

- **Component 2: Investments** – This Component will provide project financing of specific Best Available Techniques (“BATs”) and Best Environmental Practices (“BEPs”) with clear and measurable environmental benefits related to the objectives of the GEF IW and C&W focal areas. It will involve blending EBRD finance with GEF grant resources. It is expected that USD 90 million of investments will be mobilised for wastewater and POPs pollution reduction and prevention across at least eight investment projects.

- **Component 3: Communication and Knowledge Management** – This Component will strengthen capacity across the stakeholder communities in the target countries to transfer advanced pollution reduction technologies. Specific outputs will include case studies of investments implemented within the Child Project, contribution to annual workshops organised by the MedProgramme (stocktaking meetings) and to the activities with the GEF’s International Waters Learning Exchange and Resource Network (“IW:LEARN”), dedicated communication material to include information on POPs and water pollution abatement technologies, and success stories. In addition, within this Component, Monitoring and Evaluation requirements.

- **Component 4: Policy Dialogue** – This Component will deliver country and/or regional industry-led depollution roadmaps and Green City Action Plans for Depollution (in cooperation with the existing Green Cities Programme).

The EBRD seeks to engage a consultant (the “Programme Manager” or the “Consultant”) to function as the Programme Manager to support all aspects of the implementation of the EBRD Child Project (the “Assignment”) and the successful coordination with the MedProgramme and its partners.

### 2. Objectives

The objective of this Assignment is to support all aspects of the implementation of the Programme, from design of required processes and templates at the start of the Programme, to the successful implementation of activities and reporting to verification of performance against Programme criteria during review periods and coordination with other Programme partners.

The specific objectives are as follows:

(a) Setup of programme (EBRD Child Project) management structure and procedures as well as necessary templates and project management tools;

(b) Ensure the successful implementation of the Programme and take the lead on component (1) and (3) and while EBRD is taking the lead on component (2) and (4) with the support of the Programme Manager;
(c) Facilitate and ensure successful coordination with the other Programme partners and contribution to IW:Learn;
(d) Provide regular monitoring and verification updates on the status and progress of the Programme activities as and when required by the EBRD and GEF.

The Programme Manager will be responsible for the execution, coordination, knowledge sharing, dissemination and replication of results and monitoring of the Programmes and will operate under the supervision of the EBRD.

3. Scope of Work

The Programme Manager shall carry out the following tasks and activities:

3.1 Ensure setup and maintenance of the successful Programme structure

Programme Documents and Programme Management Tools
- Develop new templates and setup tools to execute the Programme and where feasible adopt, maintain and update the standard templates and forms\(^1\) provided by the EBRD. Any new developed tools or changes to existing templates should be agreed with the EBRD and submitted for approval by the EBRD.
- Prepare a Quality Assurance Manual describing the roles, responsibilities and organisation of the team involved, the policies and procedures in place to assure the provision of quality services and deliverables, the name of the team member(s) authorised to approve deliverables, the mechanism to notify and rectify underperformance of any member(s) of the team.

Project Office
- Maintain a network of regional contacts that will be equipped and staffed to provide all necessary services (secretarial support, interpretation, translation services, country or sector-specific market research etc.) for the Programme region throughout the duration of the Assignment. The Consultant will be required to propose and agree with the EBRD a strategy for establishing regional presence ensuring that the Programmes effectively cater to all countries covered by the Programme and the EBRD.

3.2 Execution of the Programme

Day-to Day activities
- Manage and coordinate day-to-day activities of the Programme to ensure that all deliverables are carried out on time, meet the necessary quality standards, and are in line with the Programme objectives;
- Oversee the progress of pipeline preparation, project and business development support, deliverables and support provided to the Bank’s clients under the Programme, and compile information on the implementation progresses for periodic reporting to the EBRD;
- Support the EBRD team in developing individual investment projects (component 2), reviewing the technical details of investments, collaborating with consultant teams in the finalisation of resource audits (due diligence phase) and developing project fiches as and when required by EBRD to assist with internal approval process in investment committees;

\(^1\) Such templates include: ToR, existing Programme templates and tracking tools as well as internal approval documentation templates.
• Ensure the timely implementation and the preparation and launch of any technical assignment necessary for the successful completion of the investment projects (e.g. technical audits during due diligence phase) and assignments required for pipeline development (e.g. market studies, guidance documents – component (1));

• Contribute to the Programme coordination when required, particularly in those activities that require presence in/engagements with institutions in Programme Countries, site visits or assistance to the Programme Coordinator in EBRD HQ to support internal processes as and when required;

• Assist the EBRD Programme Coordinator with the monitoring of the portfolio of investments under the Programmes by preparing relevant reports, tracking progress and impacts in portfolio log and implementation of related activities and TCs and highlighting major variances/issues to the Programme Coordinator at EBRD;

• Prepare the scope of work for individual TC assignments for defined deliverables and on a need basis;

• Support the Programme Coordinator in coordinating with the donor on a needs basis;

• Support establishing materials as needed for the contribution to the IW:Learn platform;

• Support the integration of the programme activities into the FINTECC website promoting the visibility of the programme and ensure regular updates;

• Support the achievement, estimation and verification of all impact indicators (EBRD and GEF);

• Assist the Programme Coordinator at EBRD with ad-hoc tasks relating to the Programme.

3.3 Deliverables under Component 1, 2, 3 and 4

The Programme Manager shall ensure the timely delivery of the planned assignments under component 1, 3 and 4. Deliverables for the set-up of the Programme (Programme Management Tools and Tracking Tools; TOR Templates; PPT Templates) will be specified in detail up-on kick-off of the Assignment. To execute the deliverables outlined in the Project Document, sub-contracting and outsourcing of services can be foreseen, subject to EBRD Approval on a case by case basis. The detailed Programme deliverables are outlined below. A Programme Budget is available for the Programme Deliverables itself. In addition to the points outlined in 3.2, overall, the Programme Manager shall ensure the following, with any activities required:

• Component 1: Technical assistance, pipeline generation and project support
  o Prepare analysis of policy and market trends and developments and contribute to industry and country mapping exercises and prepare ToR for market assessment assignments;
  o Contribute to marketing and business development efforts to build reputable market contacts to develop a pipeline of projects eligible under the Programme for EBRD, liaising closely with country and sector colleagues;
  o Support the EBRD programme coordinator in reviewing the work of technical consultants that will be hired;

Programme Deliverables:

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<thead>
<tr>
<th>Deliverables</th>
<th>#</th>
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<tbody>
<tr>
<td>Regional market and policy studies</td>
<td>5 (during year 1 and 2 and as required)</td>
</tr>
<tr>
<td>A guidance document for technologies and/or practices to be supported</td>
<td>1 (during year 1 and 2)</td>
</tr>
<tr>
<td>Targeted pre-investment and investment cycle support (e.g. audits)</td>
<td>10 (Depending on pipeline)</td>
</tr>
<tr>
<td>Gender Action Plans on selected projects</td>
<td>2 (Depending on Pipeline)</td>
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</table>
- **Component 2: Investments**
  - Support the Programme coordinator in developing narratives supporting investments in projects benefitting from the GEF facility;
  - Support the Programme coordinator in developing a pipeline of eligible investments.

- **Component 3: Knowledge Management**
  - In coordination with the MedProgramme, ensure successful execution of knowledge management strategy and Gender strategy for the Programmes;
  - Ensure wide dissemination and visibility of project achievements;
  - Establish and manage mechanisms for exchange of information, experience and lessons learned at the local and national levels;
  - Maintain close coordination with project partners to ensure synergies, avoid overlaps in project implementation, collaborate with other donors working in the same area, and provide information relevant to the project;
  - Lead knowledge-sharing, visibility and awareness raising activities.

### Programme Deliverables:

<table>
<thead>
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<tbody>
<tr>
<td>Case studies of investments implemented under the project</td>
<td>10 (Depending on pipeline)</td>
</tr>
<tr>
<td>Contribution and organisations of annual workshops (e.g. Programme-wide stocktaking meetings)</td>
<td>5 (1 a year)</td>
</tr>
<tr>
<td>Dedicated communication, marketing material and knowledge products (leaflets, infographics, videos, blogs, translations) as and when needed</td>
<td>7 (Depending on pipeline)</td>
</tr>
<tr>
<td>Website updates</td>
<td>As and when needed; depending on pipeline and knowledge products.</td>
</tr>
<tr>
<td>Contribution to IW:LEARN Representation of the Programme in the IW Conferences and other related events; Related knowledge management outputs to be defined over the lifetime of the Programme.</td>
<td>As and when needed; schedule to be announced.</td>
</tr>
<tr>
<td>Prepare the required Monitoring and Evaluation reports</td>
<td>Annually</td>
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- **Component 4: Policy Dialogue**
  - Support initiation and implementation of policy dialogue assignments under component (4);
  - Closely collaborate with the EBRD’s Policy Team on the development of industrial depollution roadmaps for water and wastewater reuse, POPs management best practices, Green Cities Action Plans, and other policy activities that may be required; The Operations Leader will be the EBRD’s Policy Team and the Programme Manager will assist in policy review, stakeholder mapping and engagement, day-to-day activities to ensure successful delivery;
  - Contribute to build relationships with relevant policy-makers and institutions, liaising closely with country and sector colleagues;
Programme Deliverables (to be executed with Policy Team at EBRD):

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Support the development of a Green Cities Action Plan/related Policy Product for a selected city with integrated depollution focus</td>
<td>1 (Depending on pipeline)</td>
</tr>
<tr>
<td>Prepare and deliver dedicated industry-specific depollution roadmaps (POPs and Water/Wastewater)</td>
<td>2 (One in year 1-2 and one in year 3-4)</td>
</tr>
</tbody>
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3.4 Coordination with UNEP and other CPs and Stakeholders

- The Programme Manager shall ensure the timely and proactive coordination with the other Programme Partners, GEF agencies, UNEP and any other stakeholders involved. This will involve the participation at annual stocktaking meetings, regional events and workshops.
- The Programme Manager shall maintain close coordination with project partners to ensure synergies, avoid overlaps in project implementation, collaborate with other donors working in the same area, and provide information relevant to the project.

3.5 Ensure the correct tracking, monitoring and reporting of Programme data

The Programme Manager shall ensure the correct tracking, monitoring and reporting on all Programme activities to provide for a timely delivery and consistent reporting on outputs and outcomes of the Programme to EBRD and GEF under the guidance of the EBRD Programme Coordinator.

4. Implementation arrangements

The overall duration of the Assignment will be up to 60 months, with an initial contracting period of 2 years and subsequent extensions, subject to EBRD approval and programme requirements. The duration of specific activities will be determined in line with the requirements of the Programme execution schedule.

The Programme Manager will be responsible for arranging their work from their home/local offices, and covering all costs associated with accommodation and living expenses, communications, and report preparation etc.

The Programme Manager is expected to draft any TORs required to sub-contract additional consultants engaged under sub-activities (deliverables) and define necessary work specifications. The sub-contracting will be subject to EBRD Approval. The EBRD Programme Coordinator will lead the Bank’s internal approval and procurement procedures. When instructed by the EBRD, the Programme Manager will supervise the work carried out by consultants engaged in the sub-activities to ensure quality and timeliness of delivery including related to policy, technical analysis, knowledge management as well as awareness raising.

The EBRD will provide access to all relevant information to enable work to commence under the assignment. The Programme Manager will report to the EBRD GEF Programme Coordinator (Energy Efficiency and Climate Change Team) on all aspects of the assignment.
Travel within Programme Countries is required under this assignment, including site visits and several missions to ROs. The consultant will be allowed to use his/her own car for those trips, subject to prior approval by the Operation Leaders (“OLs”).

5. Success Indicators

The Programme Manager will plan and oversee the Programme to ensure that they are producing the expected outputs at the right time, to the right standards of quality and within the allocated budget.

The Programme Manager will be an individual who can also be an employee of a consulting firm that can provide the additional network with relevant resources and expertise. However, the Programme Manager has to be a dedicated person tasked with and responsible for the execution for the full time period and as the only point of contact with EBRD and cannot a consortium of several changing experts.

6. Profile

The services as the Programme Manager will require an experienced professional with a masters-level engineering/economics/environmental degree in a relevant sector, business-level proficiency and knowledge of English and preferably Russian and/or Arabic. The Programme Manager can be an individual or a Programme management team of a consultancy firm. The Programme Manager will have to demonstrate to have access to a network of resources and experts to involve to complete the required deliverables. The Programme Manager shall proactively develop productive relationships within EBRD to be able to work effectively in a country/sector matrix structure and in a multi-cultural working environment.

The Assignment will require expertise and experience, at minimum and not limited to, in the following areas:

- extensive experience in similar assignments and ability to demonstrate experience and a strong track record in international project advisory work in the field of water efficiency and wastewater treatment and recycling, water resources and chemicals management, working with public administrations in providing key policy recommendations.

It is expected that the TC Programme Manager will be able to demonstrate:

- Significant relevant experience (5+ years preferred), preferably in a donor-funded Programme or in consulting firm;

- Sector-specific knowledge of both technical and financial aspects of the water, wastewater, chemicals, waste management minimisation sector, with particular focus on recycling and resource recovery and hazardous chemical management and environmental management;

  a. Desirable areas of expertise to be reflected:

  i. POPs/Hazardous Chemicals & Water/Wastewater BAT/BREFs (Technical knowledge of water and wastewater reuse and recycling, chemicals and waste (POPs and/or hazardous chemical management related knowledge) and water-intensive sectors);

  ii. Knowledge management experience;

  iii. Gender strategy experience;
iv. Policy Dialogue;

- Experience in implementing donor-funded Programmes with focus on execution/portfolio management;

- Financial institution sector experience and expertise desirable but not required; all candidates must demonstrate a track record in working with banks and other financial institutions.

- Areas of expertise to be reflected:
  a. POPs/Hazardous Chemicals & Water/Wastewater BAT/BREFs;
  b. Knowledge management experience;
  c. Gender strategy experience;
  d. Policy Dialogue;

- Experience in implementing donor-funded Programmes with focus on execution/portfolio management;

- Financial institution sector experience and expertise desirable but not required; all candidates must demonstrate a track record in working with banks and other financial institutions.

- Previous experience in the Bank’s countries of operations or of working and investing in emerging and frontier markets is an advantage.

- Knowledge of relevant regulatory issues in the relevant sector in the countries and the EU and the respective conventions (Stockholm and Barcelona Convention);

- Knowledge of the governance, financial sustainability, and operational efficiency issues in the sector globally;

- Knowledge of EBRD Policy and Performance Requirements and Green Economy Transition (GET) approach;

- Ability to construct robust financial models based on financial, economic, institutional and operational factors;

- Ability to assess market, regulatory, financial and technical gaps and propose clear and actionable recommendations;

- Ability to convene, engage and obtain constructive guidance from a wide array of key stakeholders;

- Ability to communicate and draft effectively in English.