



Funded by
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Sustainable Cities - Phase 1

EU-Ghana Partnership for Sustainable Cities Project

Terms of Reference

Component 4 - Solid Waste Management in 6 cities of Northern Ghana

Component 4 Lead Expert-Solid Waste Management

August 2026

I BACKGROUND

The Sustainable Cities - Phase I project is part of the EU-Ghana Partnership for Sustainable Cities. The project is funded by the European Union and implemented by Expertise France under the supervisory authority of the Ministry of Local Government, Chieftaincy and Religious Affairs (MLGCRA). The project aims to enhance urban prosperity by supporting the development of sustainable, inclusive and climate-resilient cities in Ghana.

The project targets six cities in Northern Ghana: Greater Tamale Metropolitan Area, including Tamale and Sagnarigu, Wa, Damongo, Nalerigu, Bolgatanga and Yendi. Component 4 focuses on solid waste management and aims to support the participating Metropolitan and Municipal Assemblies in developing greener, more inclusive and more sustainable solid waste management systems. The component combines support to municipal planning, capacity and service facilities; citizen engagement and behaviour-change activities; and support to private, community-based and small-scale waste operators, including the development of more sustainable service, business and contractual models.

Component 4 has entered an increasingly operational phase. Several technical studies, procurement processes, private-sector engagement activities, data and customer-registration initiatives, communication activities and field-level interventions are being implemented or prepared in parallel. This requires strong technical coordination, continuous quality assurance and close follow-up of consultants and field teams so that the different activities remain coherent, timely and oriented towards practical improvements in municipal solid waste services.

Within this framework, Expertise France is seeking a Lead Solid Waste Management Expert to provide overall technical and operational leadership for Component 4.

Under the direct supervision of the Sustainable Cities Project Director, and in close collaboration with the Technical Coordinator, the Expert will provide overall technical and operational leadership for Component 4. The Expert will be responsible for planning, coordinating, implementing and monitoring Component 4 activities, as well as ensuring the technical oversight and quality control of ongoing and upcoming assignments. The Expert will provide day-to-day functional coordination and technical supervision of the Component 4 Project Officer and any additional field personnel. The Expert will also coordinate the contributions of consultants, service providers and other stakeholders involved in the component, including experts mobilized for specific assignments, in accordance with their respective Terms of Reference and Purchase Orders. The Expert will ensure coherence between studies, procurement processes, investments and municipal service delivery, while contributing to institutional dialogue, MEAL, reporting and knowledge capitalization.

2 OBJECTIVES OF THE ASSIGNMENT

The overall objective of the assignment is to ensure the high-quality, timely and operational delivery of Component 4 activities and to support Expertise France in translating technical studies, field activities, private-sector engagement and municipal support into coherent and implementable solid waste management improvements in the six target cities.

The specific objectives of the Solid Waste Management Expert mission are to:

- i. Provide strategic and operational planning support for Component 4, maintain an updated implementation roadmap and support coordination with the other project components, partner institutions and development partners.
- ii. Prepare and quality-assure Terms of Reference, methodological notes, technical scopes and implementation tools required for Component 4 activities and procurements.
- iii. Provide continuous technical oversight and quality control of ongoing and upcoming consultancies and contracts, including clear technical recommendations for deliverable and milestone review.
- iv. Support the recruitment, mobilization, work planning, supervision and performance monitoring of Component 4 field officers and ensure the quality of activities and outputs delivered at field level.
- v. Support the operationalization of Component 4 at MMA level, including stakeholder coordination, capacity development, problem-solving and the translation of studies and recommendations into practical actions.
- vi. Contribute to project MEAL, reporting, knowledge management and capitalization, ensuring that results, lessons learned, risks and replicable approaches are properly documented and used for decision-making.

3 SCOPE OF WORK

3.1 Scope of services

The Solid Waste Management Expert role is to plan, coordinate, supervise, review, challenge, consolidate and quality-assure the technical work carried out under Component 4, while supporting the day-to-day implementation of activities and ensuring that outputs are practical, evidence-based and adapted to the operational realities of the participating MMAs.

The Expert will work in close collaboration with the Technical Coordinator, and will lead the technical and operational coordination of Component 4.

The Expert will work closely with the project team, the Component 4 Project Officers, the MEAL function, procurement and administrative and financial support functions.

The Expert will provide technical advice, quality assurance and recommendations to support project management. Contractual decisions, including formal acceptance or rejection of deliverables, validation of contractual milestones, payment authorization, contractual instructions, amendments and any other contractual measures, remain the sole responsibility of Expertise France.

Close collaboration with national, local stakeholders and project beneficiaries is expected, including MLGCRA, the seven participating MMAs, Regional Coordinating Councils, the Environmental Protection Agency, relevant public service and regulatory institutions, private waste operators, small-scale and community-based operators, civil society organizations, community representatives and development partners active in the solid waste sector.

3.2 Detailed scope of work

3.2.1 Task 1 - Strategic, operational planning and implementation of Component 4

The Expert will lead the planning, coordination and operational implementation of Component 4 and ensure the effective sequencing of studies, procurements, field activities, institutional processes and investments.

This task will include:

- **Component planning and workplan:** regularly update and consolidate the Component 4 workplan, activity schedule, priorities, dependencies and implementation roadmap, including major consultancy milestones, procurement processes, field activities, stakeholder engagements and reporting deadlines;
- **Implementation follow-up:** track progress against the workplan, identify bottlenecks and delays, propose corrective actions and follow up their implementation with the relevant project team members, consultants, field officers and partners;
- **Cross-component coordination:** participate in technical exchanges and coordination on synergies between Component 4 and the other project components, including links with urban data and the Urban Observatory, spatial planning and service zoning, governance and local revenue mobilization, addressing and customer registration, water and public-space investments, and other relevant cross-cutting activities;
- **Technical Working Group and steering processes:** prepare or contribute to technical notes, presentations, action trackers, decision points and other materials required for Technical Working Group meetings, steering committees and project management meetings, and participate in these meetings as requested;
- **Institutional and donor coordination:** participate in coordination meetings with MLGCRA, MMAs, RCCs, sector institutions, development partners and other donors working on solid waste management, and support the identification and follow-up of operational synergies, complementarities and risks of duplication;
- **Operational support to implementation:** undertake regular field follow-up, support the organization of technical meetings and workshops, help resolve implementation issues and ensure that recommendations from studies and consultations are translated into concrete actions, responsibilities and timelines;

- **Risk and resource planning:** maintain an updated view of key technical and operational risks, staffing needs and critical inputs, and provide technical inputs to procurement planning, activity budgeting and resource allocation where relevant.

3.2.2 Task 2 - Preparation of Terms of Reference, methodological notes and technical scopes

The Expert will support the design and preparation of the technical documentation needed to mobilize expertise, launch activities and ensure consistent implementation standards across Component 4. The following assignments and documents are expected :

- **Terms of Reference and scopes of work:** draft, review and refine Terms of Reference for technical studies, advisory assignments, capacity-building activities, communication and community-engagement assignments, data-collection activities, field support and other Component 4 services;
- **Methodological notes and implementation protocols:** prepare or review methodological notes for project-led activities, including field data collection, stakeholder consultations, service mapping, operator engagement, community outreach, monitoring and quality-control procedures;
- **Technical specifications:** where relevant, contribute to the preparation or review of technical specifications for solid waste equipment, service packages, works or operational tools, ensuring consistency with the service models and needs identified by the project;
- **Clarity of expected results:** ensure that each scope clearly defines objectives, tasks, methodology, deliverables, staffing and level of effort, field presence, timetable, data requirements, quality standards, stakeholder participation, capacity-building expectations, handover requirements and measurable outputs;
- **Procurement support:** provide technical inputs to evaluation criteria, clarification questions and technical assessment of proposals or expressions of interest, in coordination with Expertise France procurement and project teams;
- **Standardization and lessons learned:** develop and maintain practical templates, review checklists and methodological references so that lessons from earlier assignments are reflected in subsequent Terms of Reference and activities.

3.2.3 Task 3 - Technical supervision and quality control of consultancies and technical assignments

The Expert will provide continuous technical oversight of the different consultancies and technical assignments implemented under Component 4. The objective is to ensure that consultants are properly mobilized, methodologies are robust and adapted to the Ghanaian context, field activities are adequately controlled, and deliverables are technically sound, contractually compliant and directly useful for implementation.

For each major assignment, the Expert will be expected to perform and participate to:

- **Mobilisation and planning review:** review consultant staffing, level of effort, workplan, field mission schedule, sequencing, stakeholder-engagement plan, data needs and deliverable calendar, and flag unrealistic assumptions or missing inputs at an early stage;
- **Methodological review:** assess proposed methodologies, sampling and data-collection protocols, analytical frameworks, quality-control arrangements and stakeholder-participation approaches, and recommend adjustments where needed;
- **Field and data quality assurance:** review field tools and protocols, undertake or support spot checks and field verification as appropriate, assess data completeness and consistency, and ensure that raw data, databases, GIS files and supporting evidence are properly documented and handed over;
- **Deliverable review:** review inception, interim, draft and final deliverables and assess technical robustness, internal consistency, evidence base, operational relevance, compliance with the Terms of Reference and responsiveness to stakeholder comments;
- **Technical recommendation for milestone review:** prepare concise technical review notes for key deliverables, recommending whether the deliverable is technically ready for

acceptance, ready subject to specified revisions, or requires substantial revision and resubmission. Formal acceptance remains the responsibility of Expertise France ;

- **Comment-resolution tracking:** maintain structured comment trackers and verify that critical and important comments have been adequately addressed before recommending technical clearance;
- **Contractual and performance follow-up:** support the project team in monitoring deadlines, staffing, field presence, stakeholder engagement, data submission, deliverable formats, visibility requirements and other technical obligations;
- **Implementation orientation:** ensure that studies and advisory assignments lead to realistic recommendations, prioritized actions, clear institutional responsibilities, implementation tools, monitoring arrangements and practical next steps for the MMAs and the project.

The assignments to be supervised will include, on a non-exhaustive basis, the following:

- **Waste characterization and waste-centroid / service-mapping studies.** The Expert will review sampling and seasonal comparability, field organization and quality-control arrangements, waste composition and density analyses, data consistency across cities, GIS and mapping outputs, service-area assumptions and the robustness of the evidence used to identify collection needs, gaps and priority areas. The Expert will ensure that databases, maps and methodological limitations are clearly documented and usable for subsequent service planning and investment decisions.
- **Economic, financial and business-model analysis of the solid waste management sector.** The Expert will review service-costing approaches, municipal expenditure and revenue analysis, fee-fixing and cost-recovery assumptions, affordability considerations, value-chain and market analysis, recycling and resource-recovery opportunities, financing options and proposed business models. Particular attention will be given to whether recommended models are financially realistic, adapted to each city, scalable, and translated into practical implementation and monitoring tools.
- **Support to private-sector engagement and contractual frameworks.** The Expert will oversee the technical approach for identifying and assessing private, community-based and small-scale waste operators; defining service zones or service packages; assessing operator capacity and support needs; preparing engagement and procurement documents; and developing contractual and performance-management frameworks. The Expert will review proposed service standards, KPIs, payment mechanisms, risk allocation, monitoring tools, grievance arrangements and measures to facilitate effective participation of smaller local operators while maintaining service quality and accountability.
- **Addressing and customer-registration activities.** The Expert will review the operational methodology for household, business and customer registration linked to solid waste services, including survey tools, field protocols, data-quality checks, service-zone coding, database structure and mechanisms for updating records. The Expert will ensure that the resulting data can support service planning, customer management, billing or fee-collection processes, contract monitoring and project reporting, in coordination with relevant activities under other components.
- **Sensitization, communication and community-engagement activities.** The Expert will review the proposed behaviour-change and social-marketing approach, target-group segmentation, community mobilization methodology, communication materials, feedback mechanisms, institutional roles and monitoring indicators. The Expert will ensure that outreach activities are linked to concrete service changes and operational objectives, are inclusive of women and vulnerable groups, and generate evidence on participation, reach and behavioural outcomes.
- **Solid waste equipment, service facilities and related operational procurements.** Where relevant, the Expert will contribute to the definition and review of technical specifications, assess consistency between proposed equipment and the selected service models, support technical evaluation of bids, and provide technical follow-up of delivery, testing, commissioning, training and handover. The Expert may also contribute to technical review of small works or service-facility arrangements supported under Component 4.

3.2.4 Task 4 – Support for recruitment, supervision and performance monitoring of Component 4 field officers

Field officers will provide an important implementation interface between the project, the MMAs, consultants, communities and service operators. The Expert will support their recruitment and provide structured technical supervision throughout their mobilization. The Expert will in particular participate to and conduct :

- **Recruitment preparation:** review and strengthen the Terms of Reference, profiles, expected outputs, reporting lines and performance criteria for the field officers;
- **Selection process:** participate in shortlisting, technical assessment and interviews or other evaluation steps, and provide technical recommendations to Expertise France;
- **Onboarding and mobilization:** support the preparation of induction materials and ensure that field officers understand Component 4 objectives, ongoing assignments, stakeholder arrangements, reporting requirements, ethics, data-quality expectations and project procedures;
- **Workplans and roadmaps:** prepare, review and periodically update individual or city-level workplans and roadmaps, with clear activities, responsibilities, deadlines, deliverables and dependencies linked to the consolidated Component 4 workplan;
- **Technical guidance and coaching:** provide regular technical guidance, practical tools, checklists and coaching to support field officers in stakeholder coordination, field verification, data collection, community engagement, operator follow-up and implementation monitoring;
- **Performance monitoring:** define clear performance expectations, review periodic activity reports and workplan progress, identify gaps or delays, conduct regular performance discussions and recommend corrective measures or changes in mobilization when necessary;
- **Activity supervision:** monitor activities implemented or supported by field officers, including meetings, field data collection, consultations, awareness activities, operator engagement, equipment or service follow-up and other locally implemented Component 4 activities;
- **Quality control of outputs:** review and quality-assure field reports, databases, meeting records, photos, trackers, stakeholder lists and other outputs, and ensure that evidence is complete, reliable and properly stored for project use and reporting;
- **Coordination and escalation:** ensure effective information flow between field officers, the Expertise France team and consultants, and promptly escalate technical, institutional or implementation issues requiring project-management decisions.

3.2.5 Task 5 - MEAL, reporting, capitalization and knowledge management

The Expert will contribute to the monitoring, evaluation, accountability and learning functions of the project and ensure that Component 4 implementation generates reliable evidence and reusable knowledge. The Expert will be expected to conduct :

- **Results monitoring:** contribute to the definition and periodic review of Component 4 indicators, targets, data sources and verification methods, and ensure that relevant consultants and field officers collect the required evidence;
- **Data verification and analysis:** support the quality control, consolidation and interpretation of technical and operational data generated by studies, field activities, operators and MMAs, in coordination with the project MEAL function;
- **Project reporting:** provide timely technical inputs to monthly and quarterly management tools, project dashboards, donor reporting, Technical Working Group documentation, steering committee materials and other internal or external reporting products;
- **Risk and issue reporting:** maintain concise updates on technical risks, implementation bottlenecks, consultant or field-team performance issues and mitigation measures, and flag decisions required from project management;
- **Capitalization and learning:** document lessons learned, good practices, challenges, institutional bottlenecks, implementation approaches and replicable tools emerging from Component 4, including lessons from the six cities and from collaboration with private and community-based operators;
- **Knowledge transfer and handover:** contribute to practical guidance notes, case studies, training or knowledge-sharing materials and final handover packages so that tools, datasets,

approaches and lessons can continue to be used by MMAs, national institutions and the project beyond individual assignments.

4 EXPECTED DELIVERABLES AND TIMELINES

The deliverables below provide an indicative framework for the Solid Waste Management Expert's mission.

Deadlines indicated below are therefore indicative and may be adjusted depending on the actual start date of the Expert. Unless otherwise specified, T0 refers to the start date of the Expert's assignment. To avoid unnecessary administrative workload, routine technical review notes, comment trackers, meeting records, field-supervision notes and workplan updates may be managed as recurring tools or annexes to quarterly reports rather than as standalone contractual deliverables, unless otherwise requested by Expertise France.

Deliverable	Main content / expected output	Indicative deadline
D1. Inception and Component 4 supervision framework	Consolidated document covering the Expert's understanding of the assignment; immediate priorities and initial risk scan; updated Component 4 workplan and implementation roadmap; coordination and reporting arrangements; consultancy-review workflow; field-officer supervision approach; and core management tools.	Initial priorities and risk scan by T0 + 2 weeks; consolidated framework by T0 + 1 month
D2. Terms of Reference, methodological notes and technical-scope packages	Drafting or technical review of Terms of Reference, methodological notes, technical specifications, evaluation criteria and implementation protocols required for Component 4 activities and procurements.	As required by the procurement and implementation calendar; sufficiently in advance of each planned launch
D3. Consultancy supervision and technical-review packages	Technical review of methodologies, workplans, field protocols and key deliverables for ongoing and upcoming consultancies, including prioritized comments, comment-resolution trackers, risk updates and technical recommendations for milestone review.	Throughout the assignment; normally within the review period agreed with Expertise France, typically 5-10 working days after receipt of major deliverables
D4. Field-officer recruitment and mobilization package	Reviewed Terms of Reference and profiles; contribution to technical evaluation and recruitment; onboarding framework; initial individual/city workplans and roadmaps; reporting templates; performance-monitoring tools and supervision arrangements.	Aligned with the field-officer recruitment schedule; initial package within 1 month of mobilization
D5. Field implementation and quality-assurance updates	Consolidated follow-up of field activities, field-officer performance, data quality, stakeholder coordination, implementation bottlenecks and corrective actions, including quality control of key field outputs.	Recurring throughout the assignment; consolidated through monthly management tools and quarterly reporting
D6. Quarterly progress reports and recurring management tools	Quarterly synthesis covering Component 4 progress, workplan status, consultancy performance, field-officer supervision, procurement and implementation milestones, institutional and donor coordination, inter-component synergies, risks, decisions required and next steps. Supporting trackers and short review notes will be annexed or compiled as appropriate.	Quarterly

Deliverable	Main content / expected output	Indicative deadline
D7. MEAL and capitalization package	Consolidated contribution to Component 4 results monitoring, evidence and indicator tracking; documentation of lessons learned, good practices, challenges and replicable tools; and selected knowledge products or case-study inputs.	Progressively throughout the assignment; interim synthesis by T0 + 12 months and consolidated package before completion
D8. Final supervision, capitalization and handover report	Final synthesis of the Expert's mission, activities supervised, technical-review status, field-officer performance and outputs, key results and outstanding issues, lessons learned, reusable tools, remaining risks and recommendations for continued implementation and institutional follow-up.	At the end of the assignment; no later than T0 + 24 months

5 DURATION OF ASSIGNMENT

The total estimated level of effort is an indicative maximum of **290 working days over up to 24 months**. Mobilisation will take place through successive Purchase Orders issued by Expertise France, which will specify the activities to be undertaken, expected outputs or deliverables, implementation period and corresponding level of effort.

The allocation of working days will remain flexible and will be determined by the actual needs and implementation milestones of Component 4, rather than being evenly distributed throughout the assignment period. Mobilisation is expected to be more intensive during inception and workplan updates; the preparation or launch of new assignments; the recruitment and onboarding of Field Officers; major field campaigns; the review of key consultancy deliverables; procurement and contractual milestones; the preparation of Technical Working Group meetings; and any other periods requiring close implementation follow-up.

For day-to-day technical and operational coordination, the Expert will work in close collaboration with the Technical Coordinator, particularly in relation to work planning, cross-component coordination, technical follow-up, quality assurance and the review of outputs

The Expert will undertake regular field missions to the six target cities and seven participating MMAs, according to a mission plan approved by the Project Director.

6 WORKING ARRANGEMENTS

The Solid Waste Management Expert will work under the overall authority of the Sustainable Cities Project Director. In carrying out the assignment, the Expert will work in close collaboration with the Technical Coordinator on all technical matters.

The Expert's mobilization schedule will be planned in advance in coordination with the Technical Coordinator and adjusted as necessary to reflect project phases, priority deliverables, procurement and recruitment processes, field requirements and stakeholder meetings.

The Expert will participate, as required, in internal progress meetings, technical review meetings, consultant coordination sessions, field missions, stakeholder consultations, Technical Working Group meetings, steering committee preparation, donor coordination meetings, capacity-development activities and other Component 4 implementation events.

All deliverables shall be submitted in English, in editable format, and in accordance with Expertise France visibility and formatting requirements. Final public-facing outputs, presentations, training materials and communication products shall include the required visibility references to the European Union, Expertise France and relevant national partners.

7 QUALITY ASSURANCE AND VALIDATION PRINCIPLES

The Expert is expected to apply a structured quality-assurance approach to all Component 4 outputs reviewed under the assignment. Technical comments should be clear, prioritized, evidence-based and actionable. Major deliverable reviews should distinguish between critical issues that prevent technical clearance, important revisions required before acceptance, and minor editorial or formatting comments. The Expert will use comment-resolution trackers or equivalent tools to document how consultants and field teams have addressed review comments. Where a deliverable is assessed as not ready for acceptance, the Expert should clearly explain the technical reasons and recommend corrective actions. Where a deliverable is assessed as ready subject to revisions, the Expert should identify the minimum revisions required before recommending technical clearance.

Quality assurance should consider, as relevant, compliance with the Terms of Reference; methodological robustness; field and data quality; consistency of analysis and recommendations; operational feasibility; financial and institutional realism; stakeholder ownership; inclusion of women and vulnerable groups; environmental and climate considerations; quality of data and GIS handover; and the extent to which outputs provide usable implementation and monitoring tools.

Technical review and milestone recommendation notes will support Expertise France's internal decision-making and contractual follow-up. The Expert will provide the technical evidence and a clear recommendation on whether a milestone appears technically achieved, achieved subject to specified revisions, or not yet achieved. Formal acceptance or rejection of deliverables, contractual validation of milestones, payment decisions and any contractual instruction remain exclusively with Expertise France.

8 REQUIRED PROFILE

- Advanced university degree in Environmental Engineering, Waste Management, Sanitation, Environmental Science, Urban Development, Sustainable Development, Public Policy or another relevant discipline.
- At least 20 years of professional experience in solid waste management in an urban context in Sub-Saharan Africa, with strong professional experience in Ghana.
- Strong technical understanding of municipal solid waste systems, including service planning, collection and transport, transfer and disposal, recycling and resource recovery, operational performance and environmental considerations.
- Proven experience in the economic, financial and institutional dimensions of solid waste services, including service costing, fee or revenue mechanisms, business models, private-sector participation and contractual or performance-management frameworks.
- Demonstrated experience supervising consulting firms and technical studies, reviewing methodologies and deliverables, managing comment-resolution processes and providing quality-assurance recommendations.
- Experience preparing Terms of Reference, technical scopes, methodological notes and technical specifications, and contributing to technical evaluation of proposals or procurement processes.
- Good knowledge of local-government and decentralized service-delivery arrangements in Ghana, including coordination with Metropolitan and Municipal Assemblies, public institutions, private operators, community-based actors and other stakeholders.
- Demonstrated experience managing or supervising field teams, field data collection, stakeholder engagement and multi-city implementation processes.
- Experience with community engagement, behaviour-change or public-awareness activities related to environmental services is highly desirable.
- Experience in institutional capacity development, coaching, learning-by-doing approaches and development of practical implementation and monitoring tools.
- Ability to work with quantitative and qualitative data, results frameworks and MEAL systems, and to translate evidence into concise operational recommendations and project reporting.
- Excellent analytical, writing, facilitation, negotiation, organization and communication skills, with a high degree of autonomy and ability to manage multiple concurrent workstreams.
- Fluency in written and spoken English.
- Ability and willingness to be based in Ghana and travel regularly to the six target cities.