



Municipal Development and Lending Fund

Integrated solid Waste Management Project – Phase 1

Terms of Reference

Consultancy Assignment for Conducting Baseline Study and Development of Performance-Based Grant Mechanism for Solid Waste Management

August 2025



1. Introduction

Solid waste management (SWM) in the West Bank is facing severe operational, institutional, and financial constraints that hinder the provision of reliable, equitable, and environmentally sound services. Joint Service Councils (JSCs)—the primary inter-municipal bodies responsible for SWM—operate in a context marked by constrained resources, weak technical capacity, and fragmented governance frameworks.

The continued financial instability, low cost recovery, and limited enforcement capacity have led to deteriorating services and an extensive dependence on external donor support. Despite reform efforts by the Ministry of Local Government (MoLG) and development partners, JSCs struggle to maintain infrastructure, improve service delivery, and engage effectively with citizens.

To address these challenges, the **Municipal Development and Lending Fund (MDLF)**, in collaboration with the **MoLG** and with support from the **World Bank**, is implementing **Phase I of the Integrated Solid Waste Management Project (ISWMP-1)**.

A corner stone component of the ISWMP-1 is “**Component 2: Strengthening Sector Policy and Institutional Capacity**” under which the **Local SWM service providers will be targeted through sub-component 2.2**”. This sub-component will support capacity building and technical assistance for selected JSCs, along with piloting performance-based grants aimed at improving service efficiency, financial sustainability, and waste minimization.

This assignment is the entry point which can be used as a benchmark capturing the institutional performance of local SWM providers “precisely JSCs” along with public perceptions on SWM within the boundaries and jurisdiction of the targeted JSCs.

It will also serve a foundational benchmark for future interventions under ISWMP-2 and broader sector reform efforts, contributing to improved public health, environmental sustainability, and climate resilience.

To enhance the effectiveness of institutional development under the reform agenda, the **Performance-Based Grant (PBG)** mechanism has been identified as a pioneering approach to

MDLF as a delegated implementing Agency for the ISWMP-1, intends to contract a local consultancy firm to conduct the assignment with the following key tasks:

- Diagnose the institutional performance of selected JSCs;
- Assess the public satisfaction with SWM services;
- Develop **Key Performance Indicators (KPIs)** to guide improvements; and
- Design a **performance-based grant (PBG)** mechanism to incentivize results-driven service delivery.

integrated solid waste management (SWM) in Palestine. By linking financial disbursements to measurable improvements in service delivery, operational efficiency, and financial sustainability, the PBG mechanism marks a strategic shift from traditional input-based financing to results-oriented management in the sector.



2. Background

The solid waste management (SWM) sector in the West Bank faces severe challenges driven by rapid urbanization, population growth, and the increasing volume and complexity of waste. Daily waste generation per capita is rising, particularly in urban centers, placing substantial stress on already overburdened and under-resourced service delivery systems. The sector is further hindered by systemic institutional, technical, and financial weaknesses that undermine its ability to deliver reliable, efficient, and environmentally sound services.

At the core of local SWM service delivery are the Joint Service Councils (JSCs)—inter-municipal bodies mandated to manage SWM operations across clusters of municipalities and local government units. JSCs are responsible for secondary waste collection, transfer, and landfill operation. In theory, they are designed to foster economies of scale and enable coordinated waste management across administrative boundaries. In practice, however, JSCs struggle to fulfill their mandates due to multiple compounding constraints:

- **Limited financial autonomy and fiscal fragility:** Most JSCs lack the authority to directly collect waste fees and remain dependent on transfers from member municipalities. Fee collection rates at the household and commercial level are low, due to weak enforcement, affordability concerns, and limited public awareness of cost recovery needs, in addition to the deteriorating economic conditions and rise of unemployment.
- **Inadequate technical and human resources:** Many JSCs operate with outdated organizational structures, lack qualified staff, and have limited access to training or professional development. This hinders their ability to adopt modern SWM practices, implement monitoring systems, and respond to operational challenges efficiently.
- **Aging and insufficient infrastructure:** Many JSCs manage fleets of outdated vehicles and lack adequate transfer stations, maintenance workshops, or equipment storage facilities.
- **Fragmented institutional coordination:** The roles and responsibilities of key national stakeholders—including the Ministry of Local Government (MoLG), the Environmental Quality Authority (EQA), and the Ministry of Finance (MoF)—are often poorly aligned. This results in fragmented planning, inconsistent regulatory enforcement, and insufficient integration of environmental and climate considerations into sector planning.

As a result of these deficiencies, most JSCs are heavily reliant on donor support to sustain even basic service levels. Investment in preventive maintenance, infrastructure upgrades, and innovation remains minimal, worsening a cycle of inefficiency and service degradation.

Key components of ISWMP-1 include:

Component 1: Priority Infrastructure

Supports critical infrastructure upgrades across the West Bank, including:

- Expansion and rehabilitation of Zahrat Al Finjan and Al Minya landfills.
- Construction of transfer stations and supply of waste bins.
- Procurement of equipment and medical waste treatment units to improve service delivery.

Component 2: Strengthening Sector Policy and Institutional Capacity

Focuses on building the foundation for long-term sector reform through:

- National-level support to MoLG and EQA for policy, regulatory, and financial reforms.
- Local-level support to JSCs via technical assistance, capacity building, and performance-based grants.
- Waste shed studies and planning for optimizing waste collection, landfill expansion, and hazardous waste management.

Component 3: Contingent Emergency Response

Allows flexible reallocation of project funds in the event of emergencies or crises.

Component 4: Project Management

Finances implementation, monitoring, construction oversight, and compliance with environmental and social safeguards.



In response to these challenges, the Integrated Solid Waste Management Project (ISWMP-1)—supported by the World Bank and implemented through the Municipal Development and Lending Fund (MDLF)—seeks to bridge critical infrastructure and institutional gaps, while laying the foundation for long-term sector sustainability and climate resilience.

Through this comprehensive approach, ISWMP-1 aims to transform the solid waste management (SWM) sector from a fragmented and donor-dependent system into one that is institutionally robust, financially sustainable, environmentally responsible, and climate-resilient—fully aligned with Palestine’s broader development and environmental objectives.

3. Objectives and Scope

This consultancy assignment aims to carry out:

- A) **Diagnostic Assessment of Selected Joint Service Councils (JSCs) –(listed in section 5 of the TOR):** This assessment will evaluate the institutional structures, operational capacity, and service delivery performance of selected JSCs engaged in solid waste management (SWM). It will cover key aspects including governance, planning, staffing, financial management, infrastructure, and service provision to identify systemic gaps and inefficiencies. The assessment will also include an institutional needs and capacity analysis, identifying key gaps across different sizes and categories of JSCs. Based on this, a tailored Capacity Development Action Plan will be developed to support improvements and guide future investments.
- B) **Service Delivery Assessment – Demand Side / Beneficiary Satisfaction:** Evaluate citizen perceptions and satisfaction with existing SWM services across a range of user groups. This will involve community engagement and participatory tools to assess perceived service quality, accessibility, responsiveness, and inclusiveness.
- C) **Key Performance Indicator (KPI) Framework Development:** Review and refinement of the Key Performance Indicators (KPIs) outlined in the Project Appraisal Document (PAD) and the Project Operations Manual (POM) – see annex 1. The performance framework will consist of two main components: i) basic eligibility KPIs and ii) incentive-based KPIs. These will be designed and tested through various simulations and scenarios to ensure inclusiveness, affordability, and the operational readiness of JSCs to meet the required standards. The framework will align with international best practices and support the national integrated solid waste management (ISWM) sector reform agenda. It will serve as a dynamic monitoring and evaluation tool for an Independent Verification Agent to assess JSC performance, drive service delivery improvements, and enhance institutional accountability.
- D) **Design of Equitable, Results-Based Grant Allocation Mechanism:** Design an equitable and results-based grant allocation mechanism to be piloted under ISWMP-1, with provisions for future scalability. The framework will incentivize performance and ensure transparent, need-based allocation of resources.

4. Tasks and Responsibilities

Task 1: Desk Review of secondary material: The consultant must first understand the project framework, stakeholder roles, which can be ensured through a desk review of relevant document outlining the policies, and strategies related to solid waste management along with specific studies on Integrated Solid Waste Management in Palestine. This may include but not limited to:

- Project Operation Manual prepared by MDLF.



- Databook on Solid Waste Management in Palestine, version 3, 2022.
- Comprehensive Assessment and Roadmap for Sustainable Solid Waste Management in the West Bank, 2024.

Task 2: Diagnostic Assessment of Selected Joint Service Councils (JSCs) –(listed in section 5 of the TOR)

- Map institutional mandates and governance structures.
- Assess SWM infrastructure and landfill operations.
- Review SOPs, staffing levels, training gaps, and administrative workflows.
- Evaluate financial management: budgeting, cost recovery, billing systems.
- Analyze procurement, asset management, and data systems.
- Identify private sector engagement and partnerships.
- Map environmental and social risks, including open dumping and GHG emissions.

Task 3: Service Delivery Assessment – Demand Side : Beneficiary Satisfaction Assessment

- Design statistically representative quantitative surveys across the beneficiaries within the jurisdiction of selected JSCs.
- Develop tailored quantitative survey tools for households, businesses, and institutions.
- Conduct FGDs and key informant interviews for qualitative insights.
- Assess satisfaction on service reliability, coverage, transparency, and equity.
- Analyze willingness to pay, trust in providers, and grievance redress mechanism.
- Disaggregate findings by gender, age, and socio-economic status.

Task 4: Key Performance Indicator (KPI) Framework Development

(Special note: a preliminary list of KPIs is attached in annex 1 as a guidance to be reviewed and developed)

- Review and Develop the KPIs across the following dimensions:
 - o Service coverage
 - o Operational efficiency
 - o Environmental performance
 - o Financial sustainability
 - o Grievance redress mechanisms
- Develop a performance and scoring system through which the JSCs/services providers will be assessed annually. The performance systems has to be tested and validated across the targeted JSCs to ensure inclusiveness, readiness and affordability to comply with KPIs and ultimately enhance their performance.
- Define baseline values, data collection and verification protocols per each KPI.
- Ensure gender-sensitive and climate-responsive indicators.

Task 6. Design of Equitable, Results-Based Grant Allocation Mechanism

- Develop eligibility and disbursement criteria aligned with capacity levels and JSCs functions/mandates.



- Propose transparent verification protocols (via Independent Verification Agent).
- Develop an equitable formula factoring population, service gaps, and need.
- Integrate incentives for innovation, including but not limited to: composting, biogas, digital systems,..etc.

Task 7. Propose Capacity Building Action Plan

- Identify capacity gaps (technical, operational, financial, institutional).
- Recommend tailored CB packages linked with the proposed KPIs.

Task 8. ToR Preparation for Annual Independent Verification

- Develop a detailed ToR for the Independent Verification Agent (IVA).
- Include verification protocols, timelines, and KPI-specific guidance.



Insights on Methodology and Sampling Approach for Tasks “2 and 3”

Task 2: Diagnostic Assessment of Selected Joint Service Councils (JSCs): The consultancy firm shall adopt a **structured, inclusive, and evidence-based approach** to assess the institutional and operational performance and capacity gaps of the targeted JSCs. The assessment shall include the following:

- **Structured diagnostics** using tools such as scorecards and benchmarking frameworks to assess institutional performance and service delivery efficiency.
- **Site inspections** using standardized checklists to evaluate infrastructure, assets, facilities, and equipment functionality.
- **Key informant interviews** with representatives from SW- JSCs, the Ministry of Local Government (MoLG), and other relevant stakeholders to gather qualitative insights on institutional performance, challenges, and opportunities.
- **Document review** including financial records, procurement procedures, staffing structures, and operation and maintenance logs to assess internal systems and sustainability mechanisms.

Task 3: Service Delivery Assessment – Demand Side : Beneficiary Satisfaction Assessment:

- Stratified random sampling to ensure representativeness.
- Minimum of 800 surveys per JSC jurisdiction ($\pm 5\%$ margin of error).
- Use of digital tools (e.g., KoBo-Toolbox) for real-time data collection.
- FGDs targeting women, youth, elderly, business owners, and CSOs.



5. Targeted JSCs

Shed	JSC	Type of Service					Population Served
		Collection Fleet Operator	Transfer Station Operator		Sanitary Landfill Operator		
NORTH	1. JSC Jenin	Yes	Yes	2	Yes	ZF SLF	253,752 ¹ and 1,260,1000 ²
	2. JSC Tubas	Yes	Yes	1	-		59,717
	3. JSC Nablus	Yes	Yes	1	-		184,879 ³ or 58,360 ⁴
	4. JSC Tulkarm	Yes	Yes	1	-		118,574
	5. JSC Qalqilyah	Yes	Yes	1	-		13,097 ⁵ or 63,583 ⁶ or 47,671 ⁷
	6. Awsat-JSC	Yes	-	-	-		14,948 ⁸
	7. Awwal-JSC	Yes	-	-	-		10,314 ⁸
	8. JSC Salfit	Yes	-	-	-		40,440
MIDDLE	9. JSC Jericho	Yes	-	-	-		44,578
	10. JSC Ramallah	Yes	Yes	2	-		165,320
SOUTH	11. JSC NE&SE Jerusalem	Yes	Yes	3	-		219,872
	12. JSC N&NW Jerusalem	Yes	-	-	-		52,130
	13. JSC Bethlehem	Yes	-	-	-		195,686
	14. JSC Hebron	Yes	-	-	-		383,128
	15. JSC Doora	Yes	-	-	-		52,677
	16. JSC Yatta	Yes	-	-	-		33,917
	17. HJSC Hebron & Bethlehem		Yes	2	Yes	AM SLF	1,299,366

¹Population figure benefiting from collection services only provided by JSC-Jenin

²Population figure benefiting from landfilling services only provided by JSC-Jenin

³Population figure benefiting from both collection and transfer services provided by JSC-Nablus

⁴Population figure benefiting from transfer services only provided by JSC-Nablus

⁵Population figure benefiting from both collection and transfer services provided by JSC-Qalqilyah

⁶Population figure benefiting from both collection partially (Qalqilyah Vehicles but operated by LGUs and Awsat and Awwal JSC) and transfer services provided by JSC-Qalqilyah

⁷Population figure benefiting from transfer services only provided by JSC-Qalqilyah

⁸Population figure benefiting from collection services only provided by JSC and benefiting from transfer services provided by JSC Qalqilyah.

6. Deliverables

- **Inception Report:** Methodology, work plan, survey instruments, stakeholder map.
- **Diagnostic Assessment Report:** Infrastructure, service performance, institutional analysis.
- **Beneficiary Satisfaction Report:** Survey findings, focus group insights, policy implications.
- **KPI & Performance Grant Framework Report:** KPIs, PBG criteria, implementation roadmap.
- **Validation Workshop:** Stakeholder presentation and feedback session.
- **Final Consolidated Report:** Revised based on validation workshop, including full recommendations.



7. Timeline

Duration: 3.5 months

- Inception Phase: Weeks 1–2
- Field Data Collection: Weeks 3–6
- Draft Reports & Validation: Weeks 7–10
- Final Deliverables Submission: Weeks 11–13

8. Consultant Qualifications

8.1 Firm Experience

The consultancy firm shall be an experienced professional firm and/or academic(s) with the following qualifications:

- A good knowledge of the local government sector, the socio-economic, and the political contexts.
- Relevant qualifications and technical expertise in Solid Waste Management (SWM), with a solid experience of sectoral policies, infrastructure, and service delivery models.
- Prior experience working directly with Joint Service Councils (JSCs) or similar inter-municipal entities, preferably in the context of SWM or public service provision.
- Proven track record in conducting satisfaction surveys, opinion polls, using focus groups and key informant interview tools.
- Proven experience in diagnostic needs assessment and institutional development.
- Good experience with donors and international funded projects.
- Proven record in baseline assessment and project evaluation.
- Shall possess enough administrative, logistical, and financial support team as well as the needed technical staff to conduct the statistical and M&E analysis.

8.2 Key Expertise Profiles

Expert Role	Qualifications	Key Experience & Skills
Public Sector Performance and Governance Expert Team Leader	- Master's in Public Policy, Public Administration, Economics, or Law	- 7+ years in designing and applying KPIs, benchmarking, and performance-based financing mechanisms. - In-depth understanding of Palestinian governance, MoLG mandates, and intergovernmental coordination. - Experience with legal, fiscal, and policy frameworks for service delivery. - Skilled in results tracking, monitoring frameworks, and public sector reform.
Solid Waste Management (SWM) Expert – Team Leader	- Master's or higher in Environmental Engineering or related field	- 10+ years in SWM diagnostics and performance evaluation of landfills and transfer stations. - Technical expertise in SWM systems in fragile contexts.
Institutional Development Expert (One)	- Master's or higher in Urban Planning, Public Administration, or relevant field	- 10+ years in institutional analysis and sectoral reform. - Experience working with, MoLG, LGUs, JSCs and service delivery models in fragile settings.



Expert Role	Qualifications	Key Experience & Skills
	-	-
Social Research & Citizen Engagement Specialist (Two)	- Degree in Social Sciences, Development Studies, or related field	- 7+ years in citizen satisfaction surveys, perception studies, and participatory stakeholder engagement - Proficient in mixed-methods research and inclusive policy development
Financial Management Expert	- Master's Degree or above in Public Finance, Financial Management or equivalent.	- 7+ years in financial management. - Experience working with, MOLG, LGUs, JSCs and service delivery models in fragile settings.
In addition to the core expertise mentioned above, the consultant shall also have adequate administrative, logistical, and financial support personnel, along with field workers and the necessary technical staff required to carry out the assignment effectively.		

9. Consultant Selection Method

The consultant will be selected on the basis of Word Bank Guidelines selection of consultants by using "Least Cost Selection" - LCS.

10. Contract Type and Payments Schedule

This contract is a lump-sum contract, where the payments will be made according to the following installments:

- **10%** of the contract value upon the submission of the **"Inception Report"** acceptable to the client.
- **15%** of the contract value upon the submission of **"Diagnostic Assessment Report"** acceptable to the client.
- **30%** of the contract value upon the submission of a **"Beneficiary Satisfaction Report"** acceptable to the client.
- **25%** of the contract value upon the submission of the **"KPI & Performance Grant Framework Report"** acceptable to the client.
- **20%** of the contract value upon the submission of the **"Final Report"** acceptable to the client.

11. Reporting and Coordination

The Municipal Development Fund (MDLF) will be responsible for the coordination of activities with the consultant, receiving and approving invoices for payments and for acceptance of the deliverables. The contact person for this project is **Eng. Nizar Samhan, Manager of strategic Planning Department / M&E Specialist**. His address is:

Ein Sim'an Street, opposite Ramallah Recreational Complex
Tel: (02) 242-6610 (ext. 131)
Fax: (02) 242-6617
E-mail: msamhan@mdlf.org.ps



Annex 1 : Performance Based Support - KPIs -

KPIs for subcomponent 2.2 (local SWM service providers' level support) will be reviewed/updated and agreed upon with stakeholders during project implementation. The following are the guiding KPIs that will be finalized and used by the IVA subject to MoLG endorsement and a signed GIA with selected JSCs.

1. Improved Landfill Management at ZF¹ and AM² SLFs:
 - 1.1. Leachate and storm treatment
 - 1.2. Daily proper compaction and coverage
 - 1.3. Environmental Monitoring and Reporting (regular reports publishing).
 - 1.4. Cleanliness of surrounding areas (ancillary facilities) including access road
 - 1.5. Sludge Management (subject to FS / agreement with water sector)
2. Improved Transfer Station Management
 - 2.1. Maximum time waste is stored at each TS facility
 - 2.2. Organization and improvements of cleanness of transfer station facilities
3. Improvement in fleet upkeep and maintenance of SLFs and TSs equipment
 - 3.1. % of fleet operational is greater than (...) %
4. Improvement in Financial Management
 - 4.1. Improvement in fee collection/cost recovery
 - 4.2. Upgrade of billing systems
 - 4.3. Application of waste data management systems

1. Improved Landfill Management at ZF and AL Minya

Annex Table (1) SWM Service Provider KPI 1.1

Indicator 1.1	Volume/ percentage of leachate generated at the landfill and properly treated, in compliance with agreed requirements;
Actions	Leachate treatment facility installed and operational at the two landfill sites
Means of Verifications:	(1) JSC Reports, including: • Reading of flowmeters at the landfill: – “Inflow”: amount of leachate generated at the landfill and pumped out into the leachate lagoon. (2) Technical Review & Visual Inspection

Annex Table (2) SWM Service Provider KPI 1.2

Indicator 1.2	Adequacy /frequency of daily cover use (% of days in a month with adequate daily cover)
Actions	Daily Cover is applied in compliance with Standard Operating Procedure,
Means of Verifications:	(1) JSC Reports, including: • Application of daily cover based on daily operations record available at landfill's operations manager office. • Landfill Volume Balance: – Topographic survey + volume calculations in terms of air void and cell capacity. – Incoming Solid Waste Record (summary from weigh bridge record). – Daily cover volume (volume of material used for the period). (2) Visual Inspection

¹ Responsibility of JSC-Jenin

² Responsibility HJSC- Hebron & Bethlehem



Annex Table (3) SWM Service Provider KPI 1.3

Indicator 1.3	Environmental Monitoring and Reporting (regular reports publishing).
Actions	a. At least two Environmental & Social Summaries published at JSC website and or other media outlets over the reporting period (every six months). b. Semi-annual reports published at JSC website and/or other media outlets, no longer than 2 weeks after end of period. Reports include JSC monitoring and mitigation measures implemented throughout the period (compliance reports) in line with ESIA
Means of Verifications:	(1) JSC Reports. (2) Independent Review: – JSC website and social media page. – Reports compliance with ESIA/ESMP

Annex Table (4) SWM Service Provider KPI 1.4

Indicator 1.4	Regular cleaning of areas surrounding the landfill								
Actions	a. Access road leading to the landfills are regularly cleaned, including both sides of the road. b. Areas in the vicinity of the landfills are clean.								
Means of Verifications:	(1) JSC Reports: • Cleaning of access road + photographs. • Cleaning of landfill perimeter + photographs (2) Independent Visual Inspection Cleanliness Index (CI) Definitions: <table border="1"> <tr> <td>3</td><td>Road/Landfill Fence/adjacent properties are clean; no visible accumulation of waste.</td></tr> <tr> <td>2</td><td>Minor accumulation of waste or debris;</td></tr> <tr> <td>1</td><td>Accumulation of waste or construction debris for a period of more than 10 days.</td></tr> <tr> <td>0</td><td>Mounds of waste or debris with clear indication of presence of more than two weeks.</td></tr> </table>	3	Road/Landfill Fence/adjacent properties are clean; no visible accumulation of waste.	2	Minor accumulation of waste or debris;	1	Accumulation of waste or construction debris for a period of more than 10 days.	0	Mounds of waste or debris with clear indication of presence of more than two weeks.
3	Road/Landfill Fence/adjacent properties are clean; no visible accumulation of waste.								
2	Minor accumulation of waste or debris;								
1	Accumulation of waste or construction debris for a period of more than 10 days.								
0	Mounds of waste or debris with clear indication of presence of more than two weeks.								

Annex Table (5) SWM Service Provider KPI 1.5

Indicator 1.5	Sludge Management
Actions	Designated site prepared and used for sludge management at the landfill sites
Means of Verifications:	JSC Reports, including: Technical Review & Visual Inspection



2. Improved Transfer Station Management

Annex Table (61) SWM Service Provider KPI 2.1

Indicator 2.1:	Maximum time collected waste is stored at the transfer stations before landfill disposal;
Actions	Regular daily Transfer of incoming solid waste to the landfills
Means of Verifications:	(1) JSC Reports. (2) Visual Inspection

Annex Table (7) SWM Service Provider KPI 2.2

Indicator 2.2	Organization and improvements of cleanness of transfer station facilities.
Actions	Facility is regularly cleaned and maintained.
Means of Verifications:	(1) JSC Reports (2) Visual Inspection

3. Improvement in fleet upkeep and Maintenance:

Annex Table (8) SWM Service Provider KPI 3.1

Indicator 3.1	% of fleet operational is greater than (...)%
Actions	Regular Maintenance of Fleet
Means of Verifications:	(1) JSC Reports (maintenance records & performance) (2) Fleet Inspection

4. Improvement in Financial Management:

Annex Table (9) SWM Service Provider KPI 4.1

Indicator 4.1	Improvement in fee collection, cost recovery
Actions	Utilization of financial manual/tool kits for better financial management with efficient usage of resources.
Means of Verifications:	Review of the financial audited statements along with financial reports generated from the financial systems of JSCs.

Annex Table (10) SWM Service Provider KPI 4.2

Indicator 4.2	Upgrade of billing systems
Actions	Reflection of upgraded tariff system into the new billing system
Means of Verifications:	Review of the upgraded billing system along with financial reports generated from the financial systems of JSCs.

Annex Table (11) SWM Service Provider KPI 4.3

Indicator 4.3	Application of waste data management systems
Actions	Utilization of Waste Management Information System (WMIS)
Means of Verifications:	Evidence of using the WMIS at JSCs for service efficiency better financial management