

TERMS OF REFERENCE FOR THE UPDATE OF THE WASTE MANAGEMENT PLAN OF THE CITY OF MADABA AND PLANNING AN ALIGNED TAILOR-MADE SUPPORTING ACTION

Budget code: 22EEP002

Project: Med4Waste

Imputation item: 4.3

Introduction

The Associació MedCités / MedCities is an association of cities, with its headquarters in Barcelona, dedicated to sustainable urban development in the Mediterranean. It comprises 67 municipalities and unions of municipalities from seventeen different states and runs projects in the fields of strategic urban planning, urban services, the environment and local economic and social development, as well as training activities, technical support and the capitalisation of best practices. The network was created in 1991, since which time it has carried out dozens of projects in Mediterranean cities.

[Med4Waste project](#) (Mediterranean Dialogue for Waste Management Governance) is a project funded by the ENI CBCMed program under the priority of waste management. Its objective is to facilitate new governance models for integrated and efficient urban waste management policies across the Mediterranean, with particular emphasis on organic waste & circular economy through adapting waste management plans, policies and other management actions and regulatory drivers in the selected territories. Med4Waste focuses on the identification of successful and efficient waste management practices developed by other projects, and their dissemination and mainstreaming in public policies and plans carried out by the relevant public or private stakeholders.

MedCities is in charge of launching and managing the Med4Waste Mentoring Scheme, which will last from January until June 2023 and will target ENI CBCMed Mediterranean Partner Countries. Through this mentoring scheme, Med4Waste will provide guidance and technical support to six sub-national authorities in charge of planning and managing waste in the Mediterranean in order to (i) improve or develop their integrated municipal waste management (IMWM) plan; (ii) exchange first-hand knowledge with a city that has implemented a method/tool/activity to enhance their waste management system (Twinning and exchange program); (iii) implement a tailor-made supporting action aligned with their IMWM plan.

In order to support the development of the described activities, MedCities will hire, for each one of the six sub-national authorities being part of the mentoring, a local expert on waste management plans who will be in charge of adapting or developing the plans (Activity 1 of Annex) and planning and coordinating the implementation of a supporting action (additional budget for implementation covered by MedCities). This action will be in line with the developed waste management plan and with an output of the projects Med4Waste capitalises on. In addition, MedCities will organise the twinning and exchange program in order to promote the exchange of information between the cities being mentored and the projects that developed the outputs.

The city of Madaba (Jordan) is located at 33 km from Amman. It has an area of 940 km² and 219.00 inhabitants. Greater Madaba has 6 major areas, each of which is divided in further 20-25 areas. The municipality owns 11 dump trucks, and the waste management system is operated by 280 workers who work in three shifts covering the whole 24 hours of the day. Madaba and GIZ have implemented since 2019 one sorting project mainly targeting the commercial cluster. In

In addition, towards the end of 2022 Madaba started a pilot project with UNDP targeting source separation in residential areas, which affects approximately 1000 households.

With the exception of a source-separation pilot project that was implemented in an area of the city, there is no source separation of waste implemented in the city households. Therefore, waste is collected all together and brought to the municipality-owned sorting station. In addition, there is a network of informal waste pickers that directly collect and sell waste to nearby companies.

In the sorting station, 20 workers separate recyclables from organic + non-recyclable materials. With the help of 3 compressing machines, recycled materials (cardboard + paper separated from plastic) are transformed into blocks. Part of the cardboard that can be recycled is sold to a company through an auction process.

Regarding the organic waste and part of the non-recyclable and recyclable materials, this fraction is directly buried in a landfill under the responsibility of the Ministry of Local Administration. No stabilisation process previous to the burial is performed.

Currently, the municipality is building a small cardboard recycling factory that will allow them to recycle cardboard into other products such as paper packaging or carton cups. This is a project funded by the municipality and it's complete at 50%.

The municipality has also identified, and in some cases started implementing, some projects that would contribute to enhance their waste management system:

1. Usage of Geographic Information Systems to increase efficiency of waste collection routes. While the municipality owns the Lika-0 GIS system, it still did not implement the operational system.
2. Enhancement of the working system in the sorting station, including training for the workers.
3. Analysis of possible companies potentially interested in the end-products from the perspective of circular economy.
4. Taking advantage of the possible economic benefits that recycling and upcycling could bring to Madaba's citizens. For example, the municipality is willing to work with informal waste pickers to formalise their relation with the municipality and thus enhance the waste collection and recycling rate. In addition, the municipality has started to redesign some municipal spaces and decorate it with recycled wood and cardboard elements in collaboration with local artists.
5. Awareness sessions with local community on solid waste. The municipality has the positive experience obtained during the implementation of a project that consisted on a set of awareness-raising activities and trainings to promote source separation in the households of one of the neighbourhoods. This included around 700 houses and counted on the collaboration of local NGOs. In addition, the municipality has started a local awareness campaign tackling young people to promote the usage of paper bags instead of plastic bags. These success story can be complemented and upscaled in other areas of the city.

6. Enhancement of the organic waste management system. Currently, the city does directly bury the organic waste, without applying any stabilisation system to it. In parallel, farmers from surrounding areas find it difficult to find good quality compost.

The city currently holds a Waste Management Plan that covers the period of 2019-2024. The municipality wants to update their current plan to answer the current needs of the municipality, taking into account the information above.

1. Objective

The objective of this service provision is the update of the waste management plan of the city of Madaba and planning an aligned tailor-made supporting action.

2. Scope of the services

MedCities is looking for an expert on waste management with proven experience on the performance of city waste management plans and that speaks Arabic and English.

At the time of the offer submission, **the expert will provide an initial methodological approach specifying how he/she plans to perform the service.** This will show how the expert will ensure the plan meets the deadlines set and that it is adapted to the needs of the municipality.

The services will consist on:

- Development of a **methodological participatory approach for the updated version of the plan (D1).**
This will be provided by the expert maximum two weeks after the first meeting with the municipality, and will include general and specific objectives of the plan, a list of time-framed activities (meetings with all parties and with the municipality in particular, data collection activities, stakeholder meetings and related logistics, etc.) and their corresponding deadlines to ensure its timely development. This document will be reviewed and approved by MedCities and the municipality. The scope of this document will be that of ensuring the scope of the plan is aligned with the interests of the municipality, as well as to establish a roadmap of activities and information flow.
- Development of a **city Waste management Diagnostic (D2).** This document will be based on the analysis of the current waste management plan. It include an analysis and (if necessary) update of the defined waste flows, collection and management systems, actors involved, or any other aspects that are not up to date and which are important for the correct diagnostic and subsequent definition of actions. Update or modification of the actions included to make the plan better fit with the current city aims and to include, where possible, circular economy concepts.
- Update of the **City Municipal Waste management plan and project concept notes (D3),** by taking into account the information obtained in the city waste management diagnostic (D2). The plan will include proposals to at least enhance the waste collection service, promote source separation, treatment, recycling and reutilisation of different

fractions, as well as regulatory proposals to facilitate waste management to the municipality.

In addition, the plan will include the identification of **possible projects/actions** to enhance waste management (source-separation, treatment, valorisation, reduction, reuse) in order to increase its circularity. Such projects/actions will be complimentary to those in the current waste management plan. Of these identified projects/actions, the provider will develop a thorough **extended concept note** of at least **5 of the projects** (to be prioritised with the municipality and MedCities). This will serve the municipality both as a supporting document to look for funding or as a guide through its implementation. This will consist on a minimum 5-pages document (per each extended concept note) and will include at least a detailed description of the action, including its implementation phases, realistic deadlines, approximate budget and cost breakdown, key stakeholders to engage, linked human resources and skills needed, and municipality's departments to collaborate with. This document will be delivered in English and Arabic.

D2 and D3 will be provided to MedCities 2 weeks before the final submission for its revision. The expert will incorporate MedCities, the coordinating expert and the municipality's revisions in the final version of the deliverables.

- The **definition** and support to MedCities on the follow up of a **tailor-made supporting action (D4)**. The service provider will suggest at least 3 possible local providers to develop this activity. However, this activity will be implemented by Med4Waste partners, who will cover its cost (max budget: 5.000€ including taxes).
- Meeting with MedCities and the coordinating expert (approximately twice a month). In these meetings, the service provider will keep MedCities and the coordinating expert updated on the performance of the plan and will inform if any deviation from the timeline or planned activities occurs.
- Continuous contact and on-site plus on-line meetings with the municipality, in order to ensure that all activities, diagnostic and plans are fully aligned with their needs and based on real and updated data.
- Apart from the meetings with the municipality and MedCities, the expert will be expected to participate to the online meetings (approximately 3) and on-site visit envisaged during the twinning and exchange program (Activity 3, see Annex 1)), with the objective of including in the waste management plan one action inspired by those developed by the projects implemented in other territories. Med4Waste partners will provide flights and accommodation for the on-site visit.
- All activities needed to successfully perform the city waste management plan will be included within the budget offered by the service provider. This includes trips to the municipality, meetings and participatory workshops with stakeholders or any other related activities and expenses. **When submitting the technical offer, the service provider will specify what are these planned activities.**

- Development of **D5. Lessons learnt document**. This will be a maximum 6-pages, which scope will be to easily extract information regarding the process of successfully planning a waste management system for a city. This will include lessons learnt from the process: key actors to involve in the process, key typology of information that shaped the objectives and activities within the plan, key data obtained, problems encountered and possible enhancements. A template to fill in will be provided by MedCities.
- Development of **D6. Power point presentation summarising the waste management plan and lessons learnt**. The service provider might be required to present online the developed plan in a final Med4Waste capitalisation event. In addition, the service provider might be required to present the methodology and final plan to municipality employees.

The service provider must have proven experience on the development of municipal waste management plan and must speak Arabic and English.

The following deliverables will be provided to MedCities:

- D1. Methodological approach. Deadline: two weeks after first meeting with municipality.
- D2. City waste management context diagnostic. Deadline: March, 30th 2023
- D3. City waste management plan and project extended concept notes (English and Arabic). Deadline: June, 20th 2023
- D4. Concept note of a tailor-made action aligned to the needs detected during the diagnostic phase of the waste management plan. Deadline: March, 10th 2023
- D5. Lessons learnt document. Deadline: June, 30th 2023
- D6. Power point presentation summarising the plan and lessons learnt. Deadline: June, 30th 2023

3. Type of service, duration and place of execution

These terms of reference and the winning proposal will define the conditions of the service as a contract of provision of services from the notification of the order until September 30, 2023. The service will be carried out in the premises of the service provider.

The service will be governed by the Catalan law, the Spanish law and the courts of Barcelona.

4. Base budget of the service

The maximum budget for this service is €10.743,80€ (all taxes included). If the bidder has its tax domicile in Spain, the maximum amount will be €13.000 including the VAT rate valid on the date of the publication of these terms of reference which is 21%.

Any offer exceeding this amount will be rejected.

It is understood that the budget includes all of the costs that the successful bidder is required to pay for the normal fulfilment of the services contracted such as general expenses, financial costs, insurance, transport and travel expenses, remuneration for the staff under its control and all verification and job costs.

5. Price of the contract and economic conditions

The administrative details of the Contracting Body are:

ASSOCIACIÓ MEDCITIES AND/OR MEDCITÉS

General Secretariat

Àrea Metropolitana de Barcelona – Carrer 62, núm. 16-18 Edifici B, Zona Franca, 08040 Barcelona, SPAIN
Tel. (+34) 93 506 93 58 – Fax (+34) 93 223 48 49 – contact@medcities.org – www.medcities.org

C / 62. 16-18. EDIFICI B, ZONA FRANCA
08040 BARCELONA – CATALONIA - SPAIN
Tax number (VAT): ESG66401258

The contract price is the one established by the award of the tender, in line with the offer submitted.

2 invoices are required according to the following details:

- 20% of the total amount after the delivery and approval of D1 and D2.
- 80% of the total amount after the delivery and approval of D3, D4, D5 and D6.

Invoices must contain at least the following information:

- Name, full address and tax identification number of the supplier
- Complete MedCities data
- Invoice number
- Invoice date
- Budget code and project name indicated in the header of this document
- Description of the service provided
- Detail of the amount of the service and taxes (if any)

The payment term of the invoice will be: bank transfer around 30 days after the date of the invoice (bank account details are required) and always after internal favourable report issued by the General Secretariat of MedCities at the end of each phase.

The service provider will be directly responsible for paying the local or national taxes applied to the services except if the service provider is fiscally domiciled in Spain, whereupon the current tax law in respect of personal income tax (IRPF) will be applied.

Invoices must be sent either by post to the offices of the General Secretariat of MedCities or, if they are in digital format, to contact@medcities.org.

Bank charges arising from the payment of invoices will be shared (SHA according to bank coding).

MedCities may require information from the service provider regarding its compliance with obligations relating to social security contributions and the payment of taxes.

Those non-EU service providers will be required to present a certificate of tax residence within 7 calendar days of the award of the service. If the aforementioned document has not been provided to MedCities within 7 days, the contract may be terminated.

6. Participation requirements

Those bidding for the service can be individuals or companies that have the full capacity to carry out the work, that are not subject to a ban on hiring staff and that can demonstrate their technical reliability and professional experience.

7. Confidentiality clause

The information that the service provider will have access to in order to fulfil the purpose of this contract must be kept strictly confidential and must not be used for any activity not covered by this contract. In circumstances where a particular use of the information gives rise to doubts in respect of this confidentiality clause, the service provider must, in all cases, request the consent of MedCities.

8. Ownership and authorship of the work

The ownership and authorship of any service provision work carried out belongs to MedCities. As owners of the study, any use or mention of it in publications, articles, interviews, conferences, etc. must have the express authorisation of MedCities.

9. Termination of the service

By giving notice of one month, the service can be terminated by either party before the date indicated in Point 3 of these terms of reference for objective reasons or for the reason described in the last paragraph of point 5 of this terms of reference.

10. Submission of offers

The offer must be sent to the following email address: contact@medcities.org

- Proposal submission period: 10 natural days from the date of these terms of reference.
- The subject line of the email should specify “Service offer for **the updating of the waste management plan of the city of Madaba and planning an aligned tailor-made supporting action**”
- It is essential that the submission should clearly indicate: business name, address, phone number, email address and the Fiscal ID Number (VAT – tax number) of the bidding company.

The offer must include the extent of the services offered and fulfil the conditions expressed in the previous sections. Notwithstanding that the candidate can attach to their offer any complementary information they consider to be of interest, the tender must include the following documentation:

- Detailed offer of the services.
- Economic proposal: candidates must submit an economic proposal in euros that either they or their representative must sign. The prices offered should include any type of tax, charge or fiscal ruling of a European, state, autonomous community or local nature as indicated in Points 5 and 6 of these terms of reference.
- CV of the professional person or company involved and of the working team, giving relevant examples of similar work undertaken and, if applicable, international experience.

In the event that additional information is required to present the offer, we invite you to contact MedCities by writing to the email address contact@medcities.org. Only written questions about clarifications of the presentation of offers will be answered.

MedCities may request additional information related to the proposal if it deems it appropriate. If this is the case, the proposals that require clarification must be answered within a reasonable period established by the evaluation team.

11. Assessment criteria

The most advantageous offer will need to be evaluated bearing in mind the cost-effectiveness ratio in accordance with the overall proposal. The assessment could take the price-quality ratio into account.

MedCities guarantees equal treatment of the people/companies bidding and will keep their offers confidential.

The person/company adjudicated as the successful bidder will be notified within a period of 5 working days from the final submission date for offers.

Barcelona, 24 February 2023

Josep Canals Molina
MedCities Secretary General

ANNEX 1- Activities will take place between -January 2023 and July 2023, as follows:

1. Improvement or development of IMWM Plan
Timeline: January- June 2023
<p>Description:</p> <p>The methodology to be followed and the final output obtained will differ according to the initial starting point of the selected sub-national authorities, especially regarding the existence or not of an approved waste management plan in the territory:</p> <p>The sub-national authorities that <u>do not hold</u> an Integrated Waste Management plan will develop one with the assistance of an external expert. This will contain an analysis of the waste management context of the city (including regulatory aspects), current waste flows and waste management systems, a SWOT analysis and a list of actions or projects to improve waste management and increase circularity based on the previous information. At least one of the activities identified will correspond to one of the ENI-CBC Med Waste Management projects solutions to be capitalised from the Med4Waste capitalizable projects (catalogue of promising solutions).</p> <p>The sub-national authorities that <u>hold</u> an Integrated Waste Management plan will analyse and update the current waste management plan in line with circular economy strategies and policies with the assistance of the external expert. This will include an update of the waste flows and data analysis, as well as an update or modification of the actions included to make the plan better fit with the current aims and trends. In addition, the expert will identify, together with the sub-national authority, 4-5 possible projects to enhance waste management (source-separation, treatment, valorisation, reduction, reuse) in order to increase its circularity. For each project, the sub-national authority will obtain a short concept note that will serve them both as a supporting document to look for funding or as a guide through its implementation.</p> <p>At least one of such projects will be inspired by to one of the promising solutions to be capitalised from the Med4Waste capitalizable projects (catalogue of promising solutions, to be provided by MedCities).</p>
2. Implementation of supporting action
Timeline: March- June 2023
<p>Description:</p> <p>This activity will consist on the implementation of a small-scale action that will complement and be aligned with the IMWM Plan being developed. It will be designed according to the needs of each territory, and in consequence can take different forms, such as local awareness-raising events, a series of capacity-building workshops on a specific topic, or the development of participative processes linked to the waste management plan, among other options.</p>
3. Twinning and exchange with projects
Timeline: January - June 2023
Description:

The twinning and exchange program will have the objective of promoting the transfer of results, methodologies and lessons learnt by the territories that implemented selected actions (extracted from the catalogue of promising solutions, to be provided by MedCities) to the territories participating in the mentoring. It will consist of a set of online meetings (max 3) and one on-site technical visit to see the implementation of the action.

Additional activity for local SMEs and Start-ups: Development of a solution to tackle local challenges

Timeline: January - September 2023

Description:

Based on the needs and challenges detected in activity 1, a parallel process will be implemented targeting local SMEs, NGOs and other stakeholders of each sub-national authority. This process will accompany such SMEs/NGOs or other through the development of social value-based waste solutions and technologies that can respond to the challenges of the local authorities participating.

This process will be carried on directly between Med4Waste project partners, external experts and the SMEs/NGOs detected. Only occasional collaboration will be required by the public authority undergoing the mentoring process.

RESULTS OBTAINED

By the end of the mentoring process, the 6 participating local authorities will have:

- **Improved their capacity to plan waste management in line with circularity and developed or improved their IMWM plans.**
- **Shared knowledge and benefit the direct experience** obtained by another territory during the implementation of different types of initiatives to enhance their waste management system.
- **Implemented a tailor-made supporting action to complement the IMWM plan**

In addition, 2 SMEs or start-ups from each local authority will have received support to develop a solution to tackle the local challenges in relation to the topic.

For more details, see section 6 of this document