

## TERMS OF REFERENCE FOR A STUDY ON METROPOLITAN MANAGEMENT AND INTERMUNICIPAL COOPERATION SOLUTIONS IN THE MEDITERRANEAN

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Project: AMB2023

Imputation item: XX

### Introduction

The Associació MedCités / MedCities is an association of municipalities and unions of municipalities, with its headquarters in the Barcelona Metropolitan Area facilities, in Barcelona, dedicated to sustainable urban development in the Mediterranean. It comprises 73 members and 7 observer members from seventeen different states and runs projects in the fields of strategic urban planning, urban ecology 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 and territories.

In the framework of the project *SOLuciones METropolitanes per a REptes mediterranis (SOMERES)* funded by the Barcelona Metropolitan Area, MedCities implements an activity on the “Management and metropolitan solutions in the Mediterranean”. The governance of cities and metropolitan areas is a fundamental question of who manages the relations of materials, energy and information in cities; who has the capacity and the powers to manage the major economic, social and climatic activities and the subsequent impacts to which cities and towns are subjected; and who has the ability to face these challenges. Moreover, the way those activities relate cities and towns that are close to one another beyond local institutions and municipal borders is a key aspect.

Although cities and regions, especially on the north of the basin, have been developing governance systems and a greater capacity to face the enormous challenges under the principles of subsidiarity, on the south part, the role of local administrations is generally very testimonial or completely subordinated to the structures of highly centralized state organizations. In most countries, States are predominant in urban planning and management. In cases where these powers have been transferred to local authorities, the financing capacity to carry out such tasks is still very limited. The tools for the coordination of territorial and sectoral public policies that involve all local actors are still very centralized.

MedCities is currently developing numerous projects in which councils and unions of municipalities are engaging in processes of metropolitan integration, formalised or not, in most cases in relation to a specific technical topic of cooperation (waste treatment, urban mobility etc). The initiation of such processes and the capability of reaching agreements towards inter and supra-municipal coordination is a complicated issue, and the approaches may vary in terms of formalisation of the coordination structure; nature of the cooperation (technical vs political); top-down or horizontal approaches; voluntary or obligatory processes.

In order to support such processes, as part of the project, MedCities will develop a comprehensive study on service pooling processes in metropolitan contexts. This study should start from specific existing examples that have taken shape different institutions (agreements, agencies, consortia, commonwealths, new administrations) with special emphasis on the areas of mobility and waste management. The study should cover case studies from the Mediterranean region, not restrictive to the members of MedCities, including Mediterranean

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states of the Union European, south and east of the Mediterranean, the Balkans and Turkey (even if such experiences are at initiation process or non-formalised ones). Some successful experiences from other regions of the world could be included, only if considered useful for the Mediterranean region and after consultation with MedCities and AMB.

For the elaboration of such report, MedCities will rely on external expertise, which is the scope of these Terms of Reference.

### **1. Objective**

The objective of this service provision is the elaboration of a study on metropolitan management and intermunicipal cooperation solutions in the Mediterranean.

### **2. Scope of the services**

The scope and characteristics of the services are as follows:

- a) **Review and validation of the methodology of the report.** The initial methodological proposal submitted by the expert will be presented in an initial meeting with MedCities in order to fine-tune the needs and objectives of the study; the participatory process to implement and the data collection activities; the criteria for the selection of the cases to be analysed and discuss a preliminary list of proposed case studies. The service provided is expected to propose a participatory methodology that will rely on documentary analysis, in-depth interviews to key regional actors, including AMB, MedCities and Metropolis, in order to identify interesting case studies; and in-depth interviews for the data collection. The expert is expected to submit for validation collection tools, comparative analysis tools as well as case study templates. The fine-tuned methodology will include a detailed action plan for the service.

The methodology proposed should cover examples of main models of metropolitan governance according to the type of institutional arrangements made<sup>1</sup> :

- 1) Metropolitan or supra-municipal governments or structures created expressly to deal with the metropolitan challenges: primary (after merging the municipalities or with a designation of “metropolitan city”) or at secondary level (maintaining the municipalities but with a level of metropolitan coordination);
- 2) Sectoral metropolitan agencies with a medium degree of institutionalization to manage or schedule a single service (such as public transport, environment, police, etc.)
- 3) Vertical coordination, where metropolitan policies are not carried out by an entity specifically metropolitan but de facto by other areas of government that already exist (a region, a province, a county, etc.)
- 4) Other models (informal or of reduced institutionalisation) based on the voluntary cooperation of municipalities, such as associations of municipalities.

**Output: Reviewed methodology and action plan including suggested methodological tools (aprox. 10-15 pages, without the annexes).**

- b) **Data collection process:** After the establishment of the preliminary list of case studies (15-20) to be analysed, the expert will undergo a process of documentation and data collection through documentary review and interviews in order to collect information

<sup>1</sup> Following M. Tomas taxonomy: [https://www.metropolis.org/sites/default/files/metropolis-observatory\\_issue-paper-1\\_es](https://www.metropolis.org/sites/default/files/metropolis-observatory_issue-paper-1_es)

and data for the analysis of each, with regards to the established criteria. A preliminary analysis of such case studies will be delivered for discussion and validation to MedCities. A list of 10-12 case studies will be selected for further analysis.

**Output: Comparative case studies analysis tool based on evaluation criteria**

**c) Preparation of the report:** The analysis of the case studies will allow to identify lessons learnt and good practices on intermunicipal service provision in the Mediterranean area and will provide an overview of different processes undertaken:

- Based on the “initiative” : Voluntary top-down processes led by one Municipality/ Voluntary horizontal processes initiated by several Municipalities / Obligatory top-down process established by law
- Based on the structure created: Secondary local administration; Intermunicipal public agency; Other formal structures; informal coordination structures
- Based on the thematic focus: analyse those specific areas prone to intermunicipal cooperation on service provision regarding the benefits offered by such coordination and the economies of scale achieved.
- Based on the decision making processes established

The report should include:

- The challenges and particularities of the Mediterranean urban systems that require metropolitan approaches (i.e. urban planning, tourism management, mobility, services provision...)
- A map of Mediterranean metropolises and Functional urban areas and a proposition of a taxonomy that can be relevant for the Mediterranean.
- The presentation and analysis of case studies
- The lessons learnt from the analysis of the case studies
- A section of practical and practitioner oriented recommendations for the cities that have an interest in testing metropolitan coordination and cooperation.

A first draft of the report will be discussed in a participatory workshop in order to enrich the conclusions, lessons learnt and recommendations.

Deadline for reception of the 1<sup>st</sup> draft: 25.11.2023

The final report will include the outcomes of the seminar as well as the inputs of MedCities and AMB. The expert is expected to prepare a publication as a result of the report.

Deadline for reception of the final Study: 20.12.2023

**Output: Study on the metropolitan and intermunicipal cooperation solutions (aprox. 50-60 pages). The final version will include also a summary of the discussions undertaken during the participatory workshop (see below).**

**d) Participation to a participatory workshop:** This study will be presented at a meeting of Mediterranean metropolises and municipalities interested in the theme, organized in coordination with the European Metropolitan Authorities (EMA), which will take place on the 12<sup>th</sup> and 13<sup>th</sup> December in Barcelona. The expert is expected to participate in the meeting during the two days. The travel and subsistence cost are at the expenses of the expert and should be included in the fee for this study.

**Output: Powerpoint presentation produced and report of the workshop**

**Expected dedication:**

<b>Activity</b>	<b>No of working days</b>
Review and validation of the methodology of the report	3
Data collection process	10
Preparation of the report	7
Participation to a participatory workshop	3
<b>Total</b>	<b>20</b>

**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 22<sup>th</sup> December 2023. The service will be carried out in the headquarters of the service provider. An in-presence meeting will be held in the city of Barcelona, at the expenses 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 10.000€ (all taxes included). If the bidder has its tax domicile in Spain, the maximum amount will be 12.100€ 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 for the meeting in Barcelona (Spain), 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  
 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.

1 invoice is required according to the following details:

- 100% of the total amount on December 22<sup>nd</sup> upon the finalisation of the study

Offer and invoices must contain at least the following information:

- Full tax name and full tax address of the supplier
- Tax identification number of the supplier
- Complete MedCités data

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- Offer/Invoice number
- Offer/Invoice date
- Budget code and project name indicated in the header of this document
- Description of the service to be provided/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 the service.

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](mailto: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](mailto:contact@medcities.org)

- Proposal submission deadline: 10<sup>th</sup> of September 2023 23.59 CET
- The subject line of the email should specify “Service offer for a study on metropolitan management and intermunicipal cooperation solutions in the Mediterranean”
- 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:

- o Detailed offer of the services.
- o 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.
- o 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](mailto: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, 22nd August, 2023

Josep Canals-Molina  
Secretary General