

TERMS OF REFERENCE FOR THE MANAGEMENT OF MEDCITIES' KNOWLEDGE TRANSFER CENTRE IN THE EASTERN MEDITERRANEAN

Budget code: EEP002
Project: ESTRUCTURA
Imputation item: n/a

Introduction

MedCities-MedCités is an association of local authorities, with its headquarters in Barcelona, dedicated to sustainable urban development in the Mediterranean. It comprises 81 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.

MedCities' technical structure is composed of a **General Secretariat** based in Barcelona, on the premises of the Barcelona Metropolitan Area (AMB), and **two territorial antennas** named "Knowledge Transfer Centres" or KTC: the **KTC-Maghreb**, based in Sfax, Tunisia; and the **KTC-Middle East**, based in the Urban Community of Al Fayhaa, Lebanon, which were temporarily inactive during 2024. **MedCities is resuming the work of the KTC** in the Eastern Mediterranean¹ contributing to reinforce the cooperation with MedCities municipalities in the region.

Acting on behalf of the MedCities General Secretariat, the KTC has different responsibilities: it plays a key role in **representing, disseminating, and promoting the work and role of MedCities as stakeholder** in the area; **it mainly aims to give support to MedCities members in the region**. To that end, it participates in local and regional events when required, disseminating the network's outputs and products, and serving as a communication relay for MedCities. Additionally, it **facilitates strategic alliances in the territory**, fostering synergies with relevant stakeholders. The KTC is also responsible for **identifying needs and strategic projects** by assessing the priorities of member cities and detecting new project opportunities in the region.

1. Objective

The objective of this service provision is the management of MedCities' Knowledge Transfer Centre in the Eastern Mediterranean.

2. Scope of the services

The scope and characteristics of the services are as follows:

Actively assist MedCities General Secretariat in the implementation of activities in the Eastern Mediterranean, participating in events and meetings on behalf of MedCities, liaising with member municipalities of the Network as well as those either interested in joining or

¹ Herein, the definition of Eastern Mediterranean encompasses Palestine, Jordan and Lebanon with a specific focus on the latter.

participating in MedCities' activities as a third party, and identifying member needs and engagement opportunities.

The KTC cover the Eastern Mediterranean region in which MedCities have members: Jordan, Palestine and Lebanon with a specific focus on the latter.

Concretely, the service provider is expected to:

Follow up and identification of needs and strategic projects from members

- Assess the priorities and needs of the MedCities members of the Eastern Mediterranean and elaborate a report identifying potential technical assistance and knowledge transfer activities that could be carried out by the General Secretariat. At least 7 meetings with respective members will be conducted.
- Liaise with MedCUC² project experts (MedCities project), ensuring coordination and fluid communication with the General Secretariat.
- Contribute to positioning the MedCUC as a reference space by supporting the definition of a strategy to identify funding opportunities and reinforce the visibility and engagement of member cities in relevant calls and programmes. (this may include gathering updated information on project priorities and conducting targeted interviews or short surveys with municipal staff).
- Identify new project opportunities in the territory and assist the General Secretariat in fostering the participation member cities in its projects.
- Prepare contents for the MedUrbanTools of the Mediterranean Action Plan/Barcelona Convention platform based on the identification of local good practices, experts, and resources in Jordan, Palestine and with a specific focus on Lebanon. At least 2 tools and 3 cases should be uploaded on MedUrbanTools³.
- Collaborate with the other MedCities KTC and the General Secretariat for pooling experiences and promoting teamwork within the MedCities network. At least 1 meeting will be organised quarterly between the two KTCs and the General Secretariat.

Representation, dissemination and promotion of MedCities

- Participate and present MedCities General Secretariat in local and regional events when required.
- Disseminate relevant outputs and products of the MedCities network, produced by MedCities projects, its members or the KTC, at the local, national and regional (Eastern Mediterranean) level. Among them:
 - Specific support for knowledge transfer will be given to the NATURIncMed project funded by AECID with El Mina as pilot city and MELUP project funded by ACCD with Tripoli as pilot city, both focused on green urban planning with a strong community and gendered perspective.

² MedCities' Climate Urban Capacity programme (MedCUC) develops new services to support its member cities in preparing and funding their climate projects: a tailored assessment programme (including training), financiers to cities matchmaking sessions, and thematic peer-to-peer exchanges on project preparation. More information available at: <https://medcities.org/ca/project/medcuc/>

³ If extra support is needed, the KTC can subcontract a junior consultant (this occasional support should be included in the KTC whole budget service), under his/her coordination of to assist with the compilation, structuring, and uploading of the MedUrbanTools.

- General follow up (knowing the ongoing activities), when and if needed of the ongoing projects in the region.
- Identify and facilitate contacts with relevant institutions at country level to create opportunities for first contact and follow up on the relations agreed upon.
- Represent MedCities and facilitate exchanges with other relevant institutions and actors in the country (e.g., EU Delegation, UN-Habitat Office, international organisations, etc.), in coordination with the General Secretariat when appropriate.
- Contribute to strengthening the positioning of MedCities as a strategic actor in the territory, while fostering dialogue and synergies among local stakeholders and provide information and updates particularly in contexts of institutional change.
- Promote MedCities network within the territorial scope of the KTC facilitating contact and providing information to those municipalities or unions of municipalities interested in joining the network (the General Secretariat will provide the expert with all the necessary communication material and documentation).

Relations with current and potential members

- Support the consolidation of the KTC Al Fayhaa as a territorial antenna.
- Explore, when viable, support the organisation of a meeting with all Lebanese municipalities of MedCities with the aim of fostering political dialogue and identifying shared needs and priorities.
- Advice and provide support the organisation of MedCities missions and study visits that take place in the KTC territory (Eastern Mediterranean) and involving MedCities member cities and/or staff from the General Secretariat or other KTCs.
 - Support and planning in the MedCities Secretary General mission to Lebanon (autumn 2025)
- Promote South-South networking and mutual knowledge among municipalities in the Eastern Mediterranean, identifying actors, initiatives and opportunities that can lay the groundwork for peer-to-peer learning and future cooperation, including potential joint participation in projects.
- Follow up and monitoring of the situation of the Eastern Mediterranean countries from a municipal perspective and return to the KTC and MedCities.

Deliverables and preliminary calendar of service implementation:

Preliminary calendar

Tasks / months	2025				2026							
	S	O	N	D	J	F	M	A	M	J	J	A
<i>Operational tasks</i>												
A0.0 Kick-off of the service												
A0.1 Follow up meetings												
Follow up reports			DO. 1				DO. 2				DO. 3	
<i>Strategic and technical tasks</i>												
Representation, dissemination and promotion of MedCities												
Relations with current and potential members												

Identification of needs and strategic projects													
Expansion and positioning strategic actions													
Technical reports			D1. 1				D1. 2					D1. 3	

Deliverables:

The external expert will report to MedCities and coordinate closely with the team of the General Secretariat to ensure smooth integration, development and execution of tasks. The service provision entails both **operational/follow-up activities** and **technical/strategic activities**. The deliverables and reporting requirements are therefore presented as follows:

OPERATIONAL FOLLOW-UP AND COORDINATION ACTIVITIES (AREA 1):

These activities aim to ensure fluid coordination, structured execution, and operational alignment throughout the service duration.

A0.0 Kick-off & debriefing (September 2025) organised by MedCities with the aim of:

- Provide an overview of all planned activities related to the KTC.
- Serve as onboarding for the external expert.
- Include clarification of roles, initial workplan, and coordination mechanisms

A0.1 Monthly coordination meetings held on a regular base to discuss:

- Progress on the agreed workplan.
- Updates on stakeholder mapping and communication.
- Identification of political/administrative challenges and proposed mitigation.
- Strategic reflections to support decision-making and risk management.
- Recommendations for enhancing member engagement and institutional coordination.
- Proposals for further action by the General Secretariat.
- Possible identification of projects

D0.1, D0.2, D0.3 Quarterly operational reports, concise summaries on:

- Key points discussed in coordination meetings.
- Operational objectives achieved.
- Any emerging issues or adjustments.
- Insights and recommendations shared.

Format: max 3/4 pages

Frequency: Every 3 months, aligned with the calendar quarter.

TECHNICAL AND STRATEGIC ACTIVITIES (AREA 2)

These activities focus on:

- the content-related outcomes of the service, with a specific emphasis on the development of MedUrbanTools fiches (a flagship initiative of the Mediterranean Strategy for Sustainable Development).
- the design and development of a proper strategy to strengthen the visibility and strategic positioning of MedCities in the region (with a focus on Lebanon, Palestine, and Jordan), and to outline concrete pathways for expanding the network and fostering engagement with key urban stakeholders and institutions.

The expert must submit 3 technical reports, each consolidating the information of the previous ones (i.e., D2 includes D1 + new content; D3 includes D1 and D2 + final activities).

D1.1 Report covering the activities implemented to date (31/12/2025)

Technical contents:

- Initial identification and draft of 5 MedUrbanTools fiches (2 tools and 3 cases)
- Overview of events attended
- List of activities implemented to date
- List of events attended on behalf of MedCities, and strategic contacts made
- Initial communication/dissemination outputs.

Strategical contents:

- Initial mapping of stakeholders and institutional landscape; preliminary observations and recommendations on opportunities and risks for engagement and expansion in the region

Deadline: 31st December 2025

D1.2 Consolidated progress report covering the activities implemented to date (30/04/2026)

Technical contents:

- Includes all content from D1.1 plus updates.
- Additional activities since the previous report.
- Update of all the events in which the service provider participated on behalf of MedCities.
- Screenshots of the dissemination and communication of the relevant outputs and products of the MedCities network produced by MedCities (projects), the members or the KTC at the local, national and regional (Eastern Mediterranean) level; MedCities events and other activities.
- Consolidated draft of 5 MedUrbanTools fiches.

Strategical contents:

- Updated strategic notes based on ongoing liaison and field contacts; draft components of the strategy (vision, strategic targets, engagement channels)
- Update of the stakeholder mapping and analysis
- First draft of the assessment of key opportunities and challenges (political/institutional), recommended strategic positioning approach (soft power, alliances, visibility), actionable roadmap for stakeholders' engagement and network expansion (2026–2027)
- Preliminary summary of strategic dialogues or contacts initiated

Deadline: 30th April 2026

D3 Final report covering all the activities implemented during the execution of the service and the final strategy (until the end of the contract)

Technical contents:

- Full overview of all activities delivered.
- Final list of all the events in which the service provider participated on behalf of MedCities
- Consolidation and final editing of the 5 MedUrbanTool fiches

Strategical contents:

- Final Summary of strategic dialogues or contacts initiated
- Final strategic document with
 - Assessment of key opportunities and challenges (political/institutional)
 - Recommended strategic positioning approach (soft power, alliances, visibility)
 - Actionable roadmap for engagement and expansion (2026–2027)
 - Communication base document and executive summary (for internal and external use)

Deadline: end date of the service (August 2026)

Expert profile

MedCities is looking for a senior expert /consultant who can prove his/her technical solvency and professional experience in the sector with the following experience, knowledge and skills:

Required experience and knowledge:

- University degree or professional degree in a relevant field such as public administration, political or social sciences, urban governance, international relations, or engineering, among others that might suit to the services required.
- Minimum 8 years of professional experience in strategic liaison, stakeholder engagement, or project coordination, preferably in the context of urban development or regional cooperation.
- At least 4 years supporting local governments or public institutions in the Eastern Mediterranean region, with a strong understanding of local political and administrative dynamics.
- Proven experience in facilitating multi-stakeholder dialogue and managing partnerships across public, private, and international actors.
- Excellent knowledge of the socio-political and cultural context of Eastern Mediterranean cities and the ability to navigate complex institutional environments.

Exclusion clause:

To guarantee the impartiality and independence of the service, any professional or individual who has, or may reasonably be perceived to have, a current or potential conflict of interest with any member of the MedCities network, as well as any person holding an active position as a civil servant of a member, shall be deemed ineligible to apply for this service.

Required skills:

- Excellent command of English, both written and oral.
- Excellent command of Arabic, both written and oral.
- Strong oral and written communication skills, with the ability to convey complex ideas clearly.
- Excellent interpersonal skills and the ability to build and maintain effective working relationships.
- Initiative, proactivity, and strong attention to detail and rigor.
- Strong organizational skills and sense of responsibility.
- Ability to work effectively within multidisciplinary and multicultural teams.

Optional assets:

- Proficient knowledge of French – written and oral
- Familiarity with climate change adaptation, urban resilience, or sustainable development topics is an asset but not mandatory.
- Knowledge of the funding opportunities available to local authorities in the Mediterranean
- Experience working with donors / financiers in the Eastern Mediterranean

Note: with their regular and tax place of residence in Lebanon, individuals or legal entities have full capacity to act and are not subject to a prohibition to recruit.

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 for 12 months from the date following the order's notification.

The service will require to travel and visit (in person) the Eastern Mediterranean cities, members of MedCities. The rest of the services will be carried out from the service provider's facilities.

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 8.264,46€ (all taxes included). If the bidder has its tax domicile in Spain, the maximum amount will be 10.000,00€ 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, 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.

Three invoices are required according to the following details:

- 50% of the total amount on the 31st of December 2025 upon completion and submission of deliverable D1.1, with the following breakdown:
 - Half the amount is charged to:
 - Budget code: EEP002*
 - Project: ESTRUCTURA*
 - Imputation item: n/a*

- 20% of the total amount on the 30th of April 2026 upon completion and submission of deliverables D1.2, with the following breakdown:
 - Half the amount is charged to:
 - Budget code: EEP002*
 - Project: ESTRUCTURA*
 - Imputation item: n/a*

- 30% of the total amount on the 31st of August 2026 upon completion and submission of deliverables D1.3, with the following breakdown:
 - Half the amount is charged to:
 - Budget code: EEP002*
 - Project: ESTRUCTURA*
 - Imputation item: n/a*

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 MedCities data
- Offer/Invoice number
- Offer/Invoice date
- Budget code and project name indicated
- 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 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 these terms of reference.

10. Submission of offers

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

- Proposal submission period: until September 5th, 2025.
- The subject line of the email should specify "Service offer for the management of MedCities' knowledge transfer centre in the Eastern Mediterranean."

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:

- Cover Letter, explaining why the candidate is suitable for the service provision, emphasizing relevant experience in strategic coordination, stakeholder engagement, and regional knowledge and at least provide 1 professional reference who can validate the provider's experience and skills, particularly related to coordination and liaison.
- Detailed offer of the services, including a detailed methodological proposal and calendar.
- 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, July 28th, 2025

Josep Canals-Molina
Secretary General