

TERMS OF REFERENCE FOR THE DEVELOPMENT OF A ROADMAP TOWARDS AN URBAN GREEN PLAN IN EL MINA (LEBANON) WITHIN THE NATURIncMed PROJECT.

Budget code: EEP001
Project: NATURIncMed
Imputation item: 2.1.5

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 91 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.

NATURIncMed (Promoting the Naturalisation of Public Spaces with Social Inclusion and Ecosystem Services) is a project funded by the Spanish Agency for International Development Cooperation (AECID). It supports four southern Mediterranean municipalities - Madaba (Jordan), El Mina (Lebanon), Gabès (Tunisia), and Tétouan (Morocco) - in the planning and design of green, socially inclusive public spaces as a lever for more climate-resilient and socially impactful urban environments.

Within this context, the project seeks to contract a service provider to support the Municipality of El Mina in the co-creation of a roadmap leading to an Urban Green Municipal Plan. The service provision is conceived as a strategic and preparatory process, resulting in a nearly complete Urban Green Plan, supported by a clear roadmap, governance framework, monitoring logic, and integrated impact assessment, enabling its future formal adoption as an official municipal strategic document.

1. Objective

The objective of this service provision is to support the Municipality of El Mina in defining a strategic roadmap for the development and future implementation of an Urban Green Plan, through an integrated and participatory process enabling the municipality to structure, prioritise, and progressively develop its urban green agenda. The roadmap should:

- support the integration of urban green planning within future broader climate planning frameworks, including potential future SEACAP development under the Covenant of Mayors initiative.
- adopt an integrated and holistic approach to urban green development, considering the interconnections between green infrastructure, water management, climate adaptation, urban cooling, energy efficiency, biodiversity, and social inclusion.

2. Scope of the services

The service provision aims to:

- Establish a shared vision and strategic framework for urban green development in El Mina;

- Co-create the roadmap for the future Urban Green Plan through a participatory process involving municipal actors and local stakeholders;
- Define a clear and realistic implementation roadmap for the development and progressive implementation of the Urban Green Plan.
- Ensure alignment with relevant local, provincial, national, and international frameworks, including climate action and cooperation frameworks (e.g. SEACAP, Covenant of Mayors), if applicable;
- Assess the expected environmental, climate, social, and governance impacts of the proposed roadmap for the future Urban Green Plan;
- Strengthen municipal ownership, institutional capacity, and readiness for future implementation and funding opportunities.

The roadmap should enable the Municipality of El Mina to progressively develop, finance, and implement its Urban Green Plan in the coming years. The service provider will undertake the following activities:

Task 1 Inception phase and mapping of existing frameworks	
A1.0	Kick-off meeting with MedCities and the Municipality of El Mina.
A1.1	Mapping and review of: • Existing local policies, regulations, plans or relevant regional, national and international strategies (Covenant of Mayors SEACAPs, CAPs etc). • Applicable international frameworks related to urban green planning, climate adaptation, NbS, and water-sensitive urban development.
A1.2	Definition of a detailed work plan, methodology, timeline, and stakeholder engagement approach.
D1: Inception report and detailed workplan (5-8 pages with a workplan table)	
Task 2 Baseline diagnosis and urban context analysis	
A.2.1	Structured and concise diagnosis of the urban, environmental, and spatial context, including existing green and blue assets; climate-related challenges (heat stress, flooding risks heat island effect etc); water management issues (water scarcity etc); energy-related urban vulnerabilities (cooling demand, energy poverty or energy vulnerability); social vulnerabilities and access to green spaces; and institutional and governance capacities.
A2.2	Identification of key challenges and opportunities for integrated urban green development in El Mina.
D2: Baseline diagnosis report (15-20 pages). <i>Suggestion to D2: The diagnosis should rely on existing information (including any municipal data, input from local stakeholders, NATURIncMed previous outputs) without requiring complex data collection or modelling.</i>	
Task 3 Participatory vision and strategic orientation	
A3.1	Design and facilitation of participatory activities, including: 1) at least 1 co-creation workshop with municipal technical staff and elected officials; at least 1 participatory session involving CSOs, community representatives, and local

	stakeholders to explore needs, perceptions, and opportunities related to urban green spaces, climate resilience, and public space improvement.
A3.2	Integration of climate-adaptive and nature-based approaches, including water-sensitive design, urban cooling strategies, and green infrastructure solutions contributing to climate resilience and energy efficiency.
D3: Vision and strategic framework document (8-10 pages) <i>Suggestion to D3: the document should clearly highlight the co-definition of a long-term vision for a greener, more resilient, water-sensitive, and socially inclusive Mina.</i>	
Task 4 Definition of the Urban Green Plan strategic framework	
A4.1	Definition of the proposed structure and thematic axes of the future Urban Green Plan, including key areas such as green and blue infrastructure, public space, biodiversity, climate adaptation, and social inclusion.
A4.2	Identification of priority/intervention areas and indicative opportunities for the creation, enhancement, or restoration of urban green spaces, such as neighbourhood parks, pocket parks, green corridors, and nature-based public spaces. These proposals should remain strategic and indicative, considering the local environmental, spatial, and socio-economic context, highlighting potential locations or intervention areas based on environmental needs (heat stress, flooding risks etc.) and social considerations (access to green spaces etc.), without requiring detailed spatial planning, site design, or technical studies
A4.3	Integration of nature-based and climate-adaptive approaches, including enhancement of stormwater retention and infiltration solutions; urban cooling strategies; water-sensitive urban design; and multifunctional public spaces contributing to climate resilience, biodiversity enhancement, and improved energy efficiency in the urban environment.
A4.4	Identification of potential governance arrangements, financing opportunities, and monitoring considerations that could support the future development and implementation of the Urban Green Plan.
D4: Strategic framework and indicative priority actions for the future Urban Green Plan (20–25 pages). <i>Suggestions to D4: The document should outline the structure, strategic orientations, and indicative actions that could form the basis of a future Urban Green Plan for the Municipality of El Mina. The level of detail should remain strategic and indicative, and does not require detailed technical design, spatial planning documents, or baseline data collection beyond available information.</i>	
Task 5 Integrated impact assessment	
A5.1	Preparation of an integrated impact assessment of the proposed strategic orientations and priority actions identified in Task 4, including indicative proposals related to urban green spaces and nature-based interventions. The assessment should: - take into account the priorities and insights emerging from the participatory activities carried out under Task 3. - cover environmental impacts (biodiversity, ecosystem services, stormwater management, urban cooling and green infrastructure

	benefits etc); climate impacts (contribution to adaptation objectives and potential mitigation co-benefits); social impacts (access to green spaces, health considerations, inclusion of vulnerable groups etc); and governance and institutional impacts.
D5: Integrated impact assessment report (10-15 pages) <i>Suggestions to D5. It should include an impact matrix assessing the expected impacts of the priority actions of the Urban Green Plan using a qualitative scale (e.g. low / medium / high), with brief justifications; and a more strategic narrative assessment analysing the overall expected impacts of the Urban Green Plan across the four dimensions. <u>No new primary data collection, modelling, or legally binding assessment procedures are required. The document should clearly state its scope, assumptions, and limitations, and explicitly clarify that it does not constitute a formal Environmental Impact Assessment (EIA) nor replace any legally required assessment.</u></i>	
Task 6 Roadmap, governance framework, and validation	
A6.1	Development of a clear and realistic implementation roadmap, including phases and indicative timeline; roles and responsibilities; coordination and governance mechanisms.
A6.2	Integration of findings from D5 into the prioritisation and phasing of actions, considering criteria such as environmental impact, climate resilience benefits, social relevance, feasibility, and potential funding opportunities.
A6.3	Presentation and validation of the roadmap and strategy with municipal staff
A6.4	Finalisation of all documents incorporating feedback.
D6: Roadmap for the development and implementation of the Urban Green Plan (25-35 pages including the roadmap): <i>Suggestions to D6: The roadmap should 1) identify how the proposed actions and strategic orientations could contribute to future SEACAP development and climate planning processes; 2) provide a practical and realistic pathway enabling the Municipality of El Mina to progressively develop, finance, and implement its Urban Green Plan.</i>	

Deliverables, format, length, and language requirements

The service provider should deliver the outputs above following the indicative page lengths, provided to ensure a common understanding of the expected level of detail and effort.

The service provider is expected to deliver well-designed documents including appropriate visual elements such as diagrams, tables, maps (if relevant), and graphic elements that facilitate understanding and communication of the proposed roadmap and strategic orientations.

The layout and graphic design of the final deliverables should be ensured by the service provider. Project related templates will be offered by MedCities.

All deliverables shall be provided in: **English** (for MedCities use and contractual purposes). Arabic can be used for working documents. In any case, the Arabic versions of the documents may be translations of the final English documents, and any cost must be assumed by the service provider.

Duration

The total duration of the assignment shall be a maximum of six (6) months of active service provision, starting in April 2026 until 7th October 2026. The overall calendar period for the completion of the assignment, including participatory processes, validation, and final approval of deliverables, may extend until early November in case of adjustment and always subject to coordination with the Municipality of Mina and MedCities.

Costs and expenses

The service provider will be responsible for covering all expenses for the proper implementation of the activities, including but not limited to: professional fees, travel and local transportation, accommodation (if applicable and not residing in El Mina), organisation and facilitation of participatory workshops or meetings, communication costs, and any other logistical or operational expenses required to deliver the tasks described in these ToR. No additional costs will be reimbursed by MedCities beyond the agreed contract amount.

Required qualifications & experience:

The ideal candidate(s) in charge of the service provision should meet the following criteria:

Compulsory:

- Resident in Lebanon preferably in El Mina or Northern Lebanon
- Proven experience in urban planning, environmental planning, or integrated urban strategies, preferably including green infrastructure, climate adaptation, or nature-based solutions (senior profile with at least 10 years' experience)
- Substantial experience working with municipalities and local authorities in Lebanon or comparable Mediterranean contexts.
- Demonstrated understanding of, and experience working within, public policy and public administration contexts, including the development, articulation, or support of local public policies, strategies, or action plans.
- Experience in participatory and co-creation processes, including facilitation of workshops with public institutions and local stakeholders;
- Capacity to deliver strategic, structured, and action-oriented planning documents, rather than purely technical or design outputs;
- Ability to work in Arabic (for local engagement) and English (for reporting and contractual deliverables).
- Experience with cities facing limited data availability, institutional constraints, and complex governance contexts will be considered a strong asset.

Desirable:

- Academic background or specialization in urban sustainability, urban ecology, public policies or related fields.
- Knowledge of the socio-economic context of the city and Lebanon as country.
- Previous experience working on international projects and collaborating with diverse professional profiles.

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 7th October 2026. The service will be carried out in the premises of the service provider with presence in Mina (Lebanon) when required.

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 € 9,917.36 (all taxes included). If the bidder has its tax domicile in Spain, the maximum amount will be €12.00,00 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 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
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:

- 40% of the total amount after the of D1, D2 and D3 on 31st July 2026.
- 60% of the total amount after the presentation of D4, D5 and D6 on 7th October 2026.

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 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 after the delivery of the needed monthly reports.

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: 10 working days from the date of these terms of reference.
- The subject line of the email should specify "Service provision for the development of a roadmap towards an urban green plan in El Mina (Lebanon) within the NATURIncMed project."

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 with a preliminary workplan and methodology, detailing how the different activities will be deployed (Max. 5 pages)
- 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, March 20th, 2026

Jordi Castellana Gamisans
MedCities Secretary General