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## Annex (1) Terms of References

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Country: Jordan

Assignment	Capacity building and operations of Compost and Sorting Plant at Al Kura District in Irbid
Starting Date:	15/9/2021
Duration:	12 months
Location:	Northern Shouneh and Al Kura Districts in Irbid
Project:	Enhancing Women Participation in the Solid Waste Management Sector in Jordan

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## List of Acronyms

CBOs	Community-Based Organizations
CSOs	Civil Society Organizations
GoJ	Government of Jordan
GAC	Global Affairs Canada
RP	Responsible Partner
JSCs	Joint Services Councils
MoLA	Ministry of Local Affairs
MSWM	Municipal Solid Waste Management
NMSWMS	National Municipal Solid Waste Management Strategy
PPP	Public-Private Partnerships
SWM	Solid Waste Management
UNDP	United Nation Development Program
MSW	Municipal Solid Waste
5Rs	Refuse, Reduce, Reuse, Repurpose, Recycle
RRSs	Recyclables Receiving Stations / Green Points
GEWE	Gender Equality and Women's Empowerment
WEE	Women Economic Empowerment
MoEnv.	The Ministry of Environment
MOA	The Ministry of Agriculture
NARC	The National Agricultural Research Center
ESIA	Environmental and Social Impact Assessment
ESMS	Environmental and Social Management Plan

## Background

The “Enhancing Women Participation in the Solid Waste Management Sector in Jordan” project initiated by the UNDP in 2020 will contribute to improving women’s quality of life in North of Jordan through enhancing their livelihoods and wellbeing. The entry point of this project is women economic empowerment and equality as means to addressing barriers that are hindering women from active participation in their communities as workers, entrepreneurs and change makers, with the understanding that real women’s economic empowerment exists when women and girls have the same opportunities as men and boys to knowledge, economic opportunities, gender-sensitive policies and decision-making power and access to and control over assets and resources.

The project focuses on empowering women through improving effectiveness of women organizations to actively represent and support women voices in decision-making processes, increasing participation by women in the local economy, enhancing gender informed and responsive policy making at community and national levels, with particular focus on the solid waste management sector.

The project targets women in Kura district (Deir Abi Saied) in Irbid Governorate, specifically in Dair Abi Said where the total population is 85,283, of which women are 34,689, and men are 41,594, and where the social indicators show that male-headed households comprise 87.8% while female-headed households comprise 12.2%. Noting that Jordan ranks 86th out of 129 countries, and 9th in the Arab world in the Global Innovation Index of 2019, innovation is a critical aspect of gender equality and women’s empowerment work; hence, the project will contribute to advancing gender equality by using innovative approaches targeting behavioral change that would challenge discriminatory social norms and practices that are hindering women from becoming economically active.

This project is designed to use the Solid Waste Management (SWM) sector to provide interventions aiming at empowering women economically, strengthening their voice and representation at the local level, and enhance the institutional capacities to accompany this process. Within this project, a composting plant will be constructed operated, which will secure as an end-result sustainable job opportunity for women through a group community-based project in the SWM composting sector.

Innovation, use of new technologies and entrepreneurship are elements that the project is considering in strengthening and sustaining the interventions planned through capacitating the targeted beneficiaries to ensure they have the skills, knowledge, and exposure needed. New business models for women will be introduced pursuing solutions for solid waste management under integrated approaches and employing the circular economy concept. The project is built on the notion that sustainable development can only be achieved when all people have opportunities to fulfill their potential and when their knowledge and contributions are valued and mobilized.

The project will target all possible genre of solid waste available in the targeted areas for operation of the compost plant and will encourage integration/partnerships with some of the existing businesses in the SWM sector. Under this ToR, the focus will be at the new proposed compost plant in Al Kura District / Deir Abi Saeed (at Rabeit Al Kura MSW Transfer Station) and the integrated sorting activities on that site.

Under the framework of the current call, UNDP intends to sign a Responsible Partner Agreement (RPA) to support the Project Team through the selection, capacity building, support in operational management, and the on-job training for the targeted beneficiaries, mainly women at the local community level.

Main Objective: UNDP calls for proposals to identify a partner to implement the phase of empowering the local female involvement through generating employment opportunities for them in the solid waste sector in different levels (the composting plants, green points and the sorting station that will be located at the transfer station through creating partnership with selected CBOs and build capacities of the local community in with the designated municipalities (of Dier Abi Saeed, and Rabeit Al Kura, in Irbid Governorate, with the ESIA approved ESMS framework.

Based on the above, targets will be accomplished within the following parameters:

a) Areas: two municipalities in the Al Kura district- Governorate of Irbid.

b) Beneficiaries:

- 32 women and men (majority are women) for the composting plant
- 18 women and men (majority are women) for the sorting and recycling activities
- On the ground working CBOs and local private sector that is working in the relevant fields.
- Local businesses that would interact or have partnerships with the project

c) Duration: 12 months

### Context & Situation

Women in rural Jordan face multiple challenges such as high unemployment rates and low public and socio-economic participation – factors attributed to underlying social norms, gendered roles, power relation, and the lack of income-generating opportunities that meet women’s skills and needs exacerbated by the local economic and social pressures stemming from hosting 659,673 Syrian refugees in country and economic stagnation due to regional instability, fiscal pressures and economic impact of COVID-19 pandemic lockdown measures.

The “**Enhancing Women Participation in the Solid Waste Management Sector in Jordan**” project seeks to address the barriers currently hindering socio-economic gender equalities as well as empowering women in engaging in decision-making at the household level as well as the local governance policy level. The project targets women in four municipalities in Irbid Governorate: three municipalities of Northern Shouneh district (Mo’ath Bin Jabal, Tabqet Fahel & Sharhabeel Bin Hassnah) and Dair Abi Said municipality of Kourah district. The number of households in the Northern Shouneh is 24,659, with an average family size of 5.8 person, which is higher in comparison to the national family size average of 5.5<sup>(1)</sup>. Social indicators show that female-headed households constitute 12.2% of the total number of households in Northern Shouneh.

In Jordan, women’s economic participation and political empowerment remain a challenge. As evident in demographic trends throughout Jordan, women are lagging behind men in terms of formal economic participation due to well identified barriers including social norms, legal framework, care responsibilities and transport <sup>(2)</sup>. The gender gap is reportedly wider for Jordan’s most vulnerable women. For those with only a primary education, the statistic can be up to six men working for every one employed woman, at the same level of capacity<sup>(3)</sup>. In 2020, the Global Gender Gap Index Report of the World Economic Forum (WEF) placed Jordan at 138<sup>th</sup> out of 153 countries <sup>(4)</sup>. In Irbid governorate in particular, (geographic target of this project), unemployment rate in third quarter of 2020 reached 23.9% in general; with women’s unemployment rate reaching 33.6% compared to 21.2% among men<sup>(5)</sup>. As for women’s economic participation in Irbid Governorate, the proportion was 14.9% which is near the national rate that ranged between 14% and 16% over the past years<sup>(5)</sup>. The highest

recorded unemployment rate was for women university graduates which reached 77% for bachelor's degree holders<sup>1</sup>.

Globally, the average rate for women's total entrepreneurial activity (TEA) is 10.2% <sup>(6)</sup>. In Jordan specifically, women's entrepreneurship represented a small share of total early-stage entrepreneurial activities of only (3.3%) <sup>(7)</sup>. The low rate of women's TEA in Jordan needs to be addressed in relation to skills and capacities of women intending to begin a new business <sup>(7)</sup>. This is also attributed to non-conducive enabling environment at the regulatory, juridical level, lack of access to suitable financial support schemes (i.e., micro-loans), as well as lack of tailored women micro-business support services.

The **"Enhancing Women Participation in the Solid Waste Management Sector in Jordan"** project contributes to improving women's quality of life in North of Jordan through enhancing their livelihoods, participation in public life, and their well-being. The entry point of this project is women economic empowerment and equality as means to addressing barriers that are hindering women from active participation in their communities as workers, entrepreneurs and change makers, anchored in the understanding that women's economic empowerment can only be achieved if women and girls are provided with the same opportunities as men and boys in terms of education, training and skills-building, economic opportunities, decision-making power, as well as access to and control over assets and resources, enabled through gender-sensitive policies.

#### **The design of the project is built around three tracks:**

- 1) Enhancing and strengthening the role of CBOs/CSOs to enable such organizations to work effectively and efficiently with women within the targeted communities to become a vehicle for women and women's voices in decision-making processes.
- 2) Provision of financial support to the CBOs/CSOs and Cooperatives to start working on increasing participation of women in the local economy, particularly in/or linked to the solid waste sector, through designing and managing green business groups' projects.
- 3) Working with national and local government to enhance gender informed and responsive policy making in SWM at local and national levels.

The Project aims to achieve its objective partly by providing capacity building for 1000 beneficiaries, conducting relevant research, establishing a sustainable business model for a composting plant and a sorting facility for 50 women and men (mainly women) at Al Kura and Northern Shouneh district.

UNDP Jordan develops this TORs to identify a Responsible Partner to support the implementation of this project component. The partner will support the respective UNDP project manager and team to implement this project component and its sequence of interventions, specifically: capacity development of the selected beneficiaries, (composting and sorting), and conducting the required research.

The scope of the required services is to be provided by an eligible local CBOs/NGOs for the day-to-day operation and management of an open aerobic windrow composting facility to be established at Rabeit Al Kura old dumpsite, with a small scale sorting facility within the same locality, gathering the lessons learned from previous projects and replicating the successful composting projects in Al Hussainiyat in Mafraq Governorate and the Truck City in Irbid Governorate, through customization of plans to the specific project and applying lessons learned effectively, and implementing the ESMS resulting from the approved ESIA.

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<sup>1</sup> Department of Statistics, Unemployment Rate in the fourth Quarter of 2020 survey

For all activities, the RP shall provide reports (minimum bi-weekly when daily reports are not required) and shall arrange for a monthly regular meeting with the UNDP and attend any other meeting when requested by the UNDP.

In general, the RP could be involved in an MOU, leasing agreement or partnership agreement with the Joint Services Council of Irbid (JSC-Irbid) or other entities as instructed by the UNDP for the pilot on-job training period, which could secure additional support from the JSC-Irbid for a percentage of potential revenues. Such agreement would be discussed with MoLA and the JSC and the RP to ensure the best option is selected for the long-term sustainability of the project and the correct legal umbrella for the implementation of this ToR with the asset's owners (JSC-Irbid).

### Objective & Scope of Work

The objective of this assignment is to build the capacity of local community women, establish sustainable business models for composting and sorting facilities mainly in Rabeit Al Koura in Irbid, a model that can be replicated and scaled up for longer-term sustainable development. The assignment is aiming to create additional job opportunities for local communities, provide on-job training for 50 beneficiaries, create partnerships in the vicinity of the project and in Jordan.

The assignment aims to achieve the following outcomes:

#### Outcome (1): Capacity Building Programs:

- Output 1.1: Conduct introductory capacity building program in SWM as elaborated in this ToR for 1000 beneficiaries.
- Output 1.2: Conduct specialized training for 50 beneficiaries in SWM (compost and sorting) who will operate the composting and sorting facilities.
- Output 1.3: Conduct research in partnership with an academic institute and prepare relevant policy paper/s.

#### Outcome (2): Establishment of sustainable businesses in Compost Production and SWM and provide on-job training.

- Output 2.1: Plan, establish, operate, and provide on-job training for 32 women and men (mainly women) in the compost facility.
- Output 2.2 Plan, establish, operate, and provide on-job training for 18 women and men (mainly women) in the sorting facility and the RRSs.

#### Outcome (3): Develop and initiate exit strategy.

- Output 3.1: Develop partnership plan for the projects and plan sustainability measures to ensure continuity of operations upon completion of the assignment.
- Output 3.2: Identify potential cooperation/investment opportunities, and prepare required documents for further engagement of private sector or the JSC/municipalities in longer terms

This assignment shall be implemented under the direct supervision and mentorship of UNDP Project Management Unit, National Project Focal Point at the Ministry of Local Administration and JSC-Irbid, and in close coordination and consultation with the concerned stakeholders, particularly in Irbid municipalities.

### Tasks and Responsibilities

The responsible partner is expected to implement the assignment according to the following stages and indicative activities:

#### Stage I: Preparation and Planning (Two Weeks)

Recruit project team composed of a project manager (full time), field officer (full time). Below are the key qualifications, experiences, and functions of each of the following staff:

Title	#	Qualifications
Project Manager	1	<p><b>Key functions:</b> 1) manage the implementation of all the project's scope of work, quality, and schedule, 2) oversight the overall project's operations including finance, HR, procurement, etc., 3) supervise the field implementation and operations of the overall project's activities, with presence in the field, 4) provide support to the field officer, especially in monitoring the progress of all project's activities through field verification visits, etc., 5) any other functions required for the implementation of the project's scope of work. 6) liaise with all relevant stakeholders in coordination with UNDP. 7) design the needed tools for data collection and reporting. 8) Lead in of the project scope including the planning, implementation, and supervision of the facilities and RRSs during the project and the on-job training, capacity building programs, research assignments and exit strategy development and implementation.</p> <ul style="list-style-type: none"> <li>○ Bachelor's degree in any field of knowledge, preferably in Environmental Management, Solid Waste Management, or any other related field.</li> <li>○ Preferably five years in implementing SWM sustainable business development in the fields of sorting, recycling, composting, circular economy projects or any other related field.</li> <li>○ Experience in implementing vocational/technical hands-on skills development training courses, and providing entrepreneurship and mentorship support services, including support to growth and expansion to start-ups.</li> <li>○ Excellent command of Arabic, English written, and verbal communication skills.</li> </ul>



Field Officer	1	<p><b>Key functions:</b> 1) implement and support the project manager with the day-to-day field project's scope of work, activities, and operations, 2) facilitate the implementation of all project-related activities, including financial arrangements 3) implement field verification visits to the locations of the implementation of community initiatives and communicate main findings including successes and challenges to UNDP 4) implement field verification visits to each established pilot project 5) any other functions required for the implementation of the project's scope of work 6) ensure all relevant information is recorded and documented for advocacy and reporting in line with UNDP reporting requirements 7) Lead and supervise the day-to-day activities of the on-job training 8) provide administrative assistance to the project manager and the project for the tasks related to this assignment</p> <ul style="list-style-type: none"> <li>○ Bachelor in any field of knowledge preferably in environmental science or management, agricultural engineering, or any related field.</li> <li>○ Preferably three years of experience in community development works and SWM recycling projects.</li> <li>○ Excellent leadership and communication skills.</li> <li>○ Excellent command of Arabic, English written, and verbal communication skills.</li> </ul>
Agriculture Engineer (part time @50%)	1	<p><b>Key functions:</b> 1) implement and support the project manager with the day-to-day field project's scope of work, activities, and operations, 2) facilitate the implementation of all project-related activities, including financial arrangements 3) implement field verification visits to the locations of the implementation of community initiatives and communicate main findings including successes and challenges to UNDP 4) implement field verification visits to each established pilot project 5) any other functions required for the implementation of the project's scope of work 6) ensure all relevant information is recorded and documented for advocacy and reporting in line with UNDP reporting requirements 7) Design the compost processes and specifications, licensing and operational plans, capacity building programs, and Lead and supervise the day-to-day activities of the on-job training (two working days per week before the on-job training and three working days per week during the on-job training)</p> <ul style="list-style-type: none"> <li>○ Bachelor in any field of knowledge preferably in agricultural engineering or any related field.</li> <li>○ Preferably three years of experience in community development works and composting production projects.</li> <li>○ Excellent leadership and communication skills.</li> </ul>

		<ul style="list-style-type: none"> <li>○ Ability to transfer knowledge and provide capacity building programs in the composting production field.</li> <li>○ Excellent command of Arabic, English written, and verbal communication skills.</li> </ul>
Accountant part time @20%	1	<p><b>Key functions:</b> 1) implement and support the project manager with the day-to-day field project's scope of work, activities, and operations and the general management and accounting for the project, including the project financial audits, taxes and records and financial management 2) provide hands-on training for facility management on financial management.</p> <ul style="list-style-type: none"> <li>○ Bachelor in any field of knowledge in accounting or financial management or any related field.</li> <li>○ Preferably three years of experience in similar assignments.</li> <li>○ Excellent command of Arabic, English written, and verbal communication skills.</li> </ul>
Marketing and partnership assistant Part time @50%	1	<p><b>Key functions:</b> 1) implement and support the project manager with the day-to-day field project's scope of work, activities, and operations, 2) facilitate the implementation of all project-related activities, including financial arrangements 3) implement field verification visits to the locations of the implementation of community initiatives and communicate main findings including successes and challenges to UNDP 4) implement field verification visits to each established pilot project 5) any other functions required for the implementation of the project's scope of work 6) ensure all relevant information is recorded and documented for advocacy and reporting in line with UNDP reporting requirements 7) Design the compost marketing plans, provide feedback to the facility manager on the market demand and required quality, construct a marketing network for the product, develop branding, and partnerships with private sector and other stakeholders for the expansion of the marketing network in Jordan and if possibly in the region. (Three working days per week)</p>

**Note:** CVs of all project team members should be attached to the technical offer, and the RP team will be shadowing the cooperative beneficiaries/members including, but not limited to, members of the cooperative mentioned in the table shown in stage III – article 5

UNDP reserves the right to reject and/or instruct removal of staff due to nonperformance.

All travel costs, admin overheads, venues costs (if not provided by the UNDP) and any other relevant costs for the staff and operations should be covered by the RP.

## Stage II: Implementation of outcome 1 “Capacity Building Programs” (three months)

Outcome 1 will be implemented through the RP who should provide a capacity building program for the selected beneficiaries and developed research studies that includes the following:

- Conduct an introductory (beginners level) training on waste sorting, recycling, upcycling and solid waste circular economy, 5Rs, including simple tools for 1000 women from the community using wither standard workshops/training modalities or innovative techniques through a ToT modality where a selected population of beneficiaries of 40 women and men will be targeted with the RP direct training, who then will convey the core skills and knowledge of this training to the rest of the 1000 women and men targeted within the project at Northern Shouneh and Al Kura districts. (to be determined together with the UNDP team)
- Plan and conduct a specialized training program for the 50 beneficiaries at the composting and sorting plant in R.A. Kura on the composting production and sorting of MSW, marketing, community outreach, financial management, partnerships, operational management, and women empowerment.
- In partnership with academic institutes, develop research study on gender, environment and economy, and a policy paper with a particular focus on the Solid Waste Management sector - Review methodology and ensure all considerations to contribute to the project design are met. - Review first draft of research and provide feedback to consultant, with technical input solicited from key actors. Later, organize launch event/ dissemination plan for research report.

**The final output of this stage will be the increased capacity through introductory trainings of the UNDP 1000 candidates in the Northern Shouneh and Al Kura districts, and the specific capacity building of the 50-beneficiary selected to work at the compost and sorting plant at R.A. Kura old dumpsite, in addition to the research outputs as required in the ToR.**

### **Stage III: Implementation of Outcome 2, Establishment of sustainable businesses in Compost Production and SWM and provide on-job training (nine months)**

#### **A. Compost Plant Operations**

1. The RP should follow up on the production and marketing licensing from the MoA, and the transport licensing from the MoEnv. to get the mix ready for production and marketing before the on-job training starts for all of the 32 compost plant project beneficiaries. For this reason, the RP shall design and develop the mix design of the compost to be produced based on the best marketable standards, and using the lessons learned from another project with MoLA. In case the compost site is not ready at the start of this activity, the RP should coordinate with other working compost plants to use their facilities to test the mix design of the compost to be produced, otherwise, the mix design should be tailored and tested in the project site. The RP should also provide the site lab with necessary equipment based on Al Hussainiyat model upon the approval of UNDP of the plan, specs. and procurement list for these equipment.

2. Upon approval and licensing of the product, the RP shall operate and manage the open aerobic windrow composting facility with an intake capacity of 20-30 tons per day for a pilot phase of six (6) months.

3. Provide day-to-day operation and management of an open aerobic windrow composting facility at R.A. Kura site while focusing on women empowerment in accordance with the organizational partnership model and keeping full cooperation and coordination with the key stakeholder "JSC Irbid" and going into an agreement for the site operations with the JSC through the facilitation of the UNDP.

4. The RP shall provide the required HS&E PPE for the beneficiaries for the duration of the on-job training.

5. Manage the assigned human resources<sup>1</sup> by the UNDP (the 32 beneficiaries), qualifications, and working labors needed for the proper implementation of the different activities in the project as following but not limited to:

Job title/description	Minimum Number of required operational staff for the pilot phase
Site Manager	1
Agriculture Engineer (female)	1
Accounting	1
Admin Assistant	1
Marketing and partnership assistant	4
Machinery operators (shredder, grinder...etc.)	3
Drivers for machinery (turner, truck, loader...etc.)	3
Warehouse Responsible	1
Operation workers	5
Packing and loading workers	7
Lab and QA/QC staff	2
Guards	3
<b>Total</b>	<b>32</b>

Those will be part of the cooperative association that is planned to be established for or integrated with this project, and their incentives will be covered/paid directly by the UNDP, upon receipt of daily attendance sheet and RP payment amount recommendation/validation for each of them. The daily incentive should not exceed 5 JD/day/worker on the attendance sheet, with a max of 22 working days per month.

6. Ensuring and delivery of the fresh livestock manures to the site (the RP will cover the cost of buying these raw material). The RP is responsible for securing the fresh manures and agricultural waste (mainly trees trimmings and food waste) from the neighboring livestock clusters, farms, and stores considering the transportation and seasonal manure production cycle in these farms. Different delivery scenarios and alternatives for the raw material should be identified by the RP.

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<sup>1</sup> UNDP will provide the names of concerned personnel/cooperative members covering the mentioned positions, who are selected by a committee representing UNDP, MoLA, and another responsible partner based on a very specific and pre-identified selection criteria.

7. Provision of the required resources, materials, and other inputs needed for the proper implementation and managing all direct and indirect running costs considering the delivery, collection, transportation, treatment, testing, packaging, storing of organic materials, and other associated operating expenses.
8. Liaising and coordinating with JSC-Irbid for the delivery of the machinery and equipment dedicated for this project including the needed drivers and maintenance staff.
9. Implement the best operational practices and methods for the open windrow composting and turning technologies in accordance with the operational plans and relevant SoPs developed by UNDP<sup>1</sup>
10. Ensuring standards of quality assurance in implementing the activities in accordance with the most appropriate international and professional practices relevant to the assignment.
11. Develop work plans and schedules for the compost manufacturing and packaging and conducting the relevant quality tests and frequency in accordance with the relevant international and local standards and regulations, as well as the product licensing and official consents if necessary.
12. Approach appropriate compost marketing strategies and mechanisms in accordance with the marketing plan developed by the RP marketing team<sup>2</sup>
13. Ensure high-quality production of compost fertilizers through (but not limited to).
  - a. Preliminary preparation of raw material (intake, unloading, shredding where needed...etc.)
  - b. mixing the raw materials in optimum C/N rations and windrow
  - c. construction, keeping the manure windrow at optimum moisture content,
  - d. monitoring the decomposition of manure waste.
  - e. turning of windrows.
  - f. monitoring and record-keeping.
  - g. quality control.
  - h. and any final processing and storage of the compost.
14. Daily operation reports being filled up and submitted to the UNDP. Periodic testing and quality control should be conducted through the organic processing stages and final compost products.
15. Commitment with the general conditions, which are defined in the operating plant for compost manufacture from different aspects such as preserving health and public safety, Preservation of the environment surrounding the station, and apply manufacturing mechanism based on the national and international regulations and conditions.
16. Coordinating all on-the-ground assignment related activities with the various relevant stakeholder regarding the operation and management of the composting facility.
17. Women empowerment would be approached in the marketing of the final compost products in the local market in Irbid.
18. The RP should look into ways to get the manure for free, through cooperation, if possible, for example with the Royal Department for Environmental and Tourism Protection or other entities.

**The final output of this activity will be the production and sale of minimum 10 tons/day of compost of different packaging sizes based on the market needs, marketing plans and technical specifications and mix design developed, licensing for production ,selling and transport of material is obtained, and beneficiaries are managed on daily basis with their capacities developed through the on-job**

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<sup>1</sup> Either through previous UNDP projects, which will require the RP to update and customize, and the recent LDK value chain analysis and SoPs proposed for sorting and composting 2021 (to be provided by the UNDP).

<sup>2</sup> The Marketing plan should be comprehensive and in line with the value chain analysis of the compost project that will be shared by the UNDP.

**training provided by the RP (on-job training to the full scale of the term meaning), and progress reports to the UNDP.**

## **B. Sorting Plant Operations**

1. The RP shall manage the beneficiaries assigned to operate the sorting facility and the RRSs (green points) and provide on-job training on daily basis for six months after the capacity building program is completed and the facility is operational. The RP shall provide the required HS&E PPE for the beneficiaries for the duration of the on-job training.

2. Provide day-to-day operation and management of a dry at-source-sorted MSW facility at R.A. Kura site in accordance with the organizational partnership model and keeping full cooperation and coordination with the key stakeholder "JSC Irbid" and the relevant municipalities in Al Kura district.

3. Manage the assigned human resources by the UNDP (the 18 beneficiaries), qualifications, and working labors needed for the proper implementation of the different activities in the project as following but not limited to:

Job title/description	Minimum Number of required operational staff for the pilot phase
Facility manager	1
Green points collection staff	10
Sorting plant technician and operators	5
Marketing and partnership assistant	1
Warehouse Responsible	1
<b>Total</b>	<b>18</b>

Those will be part of the cooperative association that is planned to be established for or integrated with this project, and their incentives will be covered/paid directly by the UNDP, upon receipt of daily attendance sheet and RP payment amount recommendation/validation for each of them. The daily incentive should not exceed 5 JD/day/worker on the attendance sheet, with a max of 22 working days per month.

4. The station should be in operation for 3 to 6 tons/day of valuable recyclables (plastics, cardboard, paper, metals...etc.), which should be sold through a competitive process, and where applicable through direct sales.

5. The RP should coordinate with JSC-Irbid for the collection of recyclable, and the schedule of collection and the management of the recyclables receiving stations (RRSs).

6. The RP should develop and support the JSC-Irbid and the municipalities and the project in finding useful partnerships based on feasible and sustainable incentive mechanism, such as partnership to collect valuable recyclables from army camps nearby, commercial mega stores, schools...etc.

7. The RP should support integration of existing similar facilities, waste pickers, middle agents...etc. using the site observations and the UNDP value chain and market analysis of the area to enhance the performance of the project, and prepare for the exit strategy later on, through partnerships modalities with JSC-Irbid.

8. Plan and Procure from the available grant<sup>1</sup>

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<sup>1</sup> The UNDP has assigned a grant for this work group that will be managed by the RP; that will support financing this ToR of which the RP will procure these machineries. In case no VAT exemption is attainable by the RP, the UNDP might recover the machinery estimated costs from the ToR budget and implement the procurement process by the UNDP.

the machinery needed for plastic shredder (if needed), baler and regular consumables (i.e., ties for bales). The UNDP has relevant designs that could be shared with the RP for review and customization. The RP is responsible of procuring the right-speciation machinery for these items. The RP should provide their procurement regulations for UNDP's assessment and approval and shall follow if instructed the UNDP procurement guidelines. At any case, the UNDP shall approve any tender documents to be issued by the RP under this ToR and shall have an observer role in each procurement committee to ensure conformity of procurement process with the agreed guidelines. All machinery procured by the project will become assets owned by the cooperative through a free-of-charge transfer of title. The RP should ensure this within their plans.

The final output of this activity will be the production and sale of 6 tons/day of recyclables of different streams based on the market needs, marketing plans and technical specifications, and beneficiaries are managed on daily basis with their capacities developed through the on-job training provided by the RP (on-job training to the full scale of the term meaning), and progress reports to the UNDP.

#### **Stage IV: Implementation of Outcome 3, Develop and initiate exit strategy (two months)**

1. Develop an exit strategy that supports the sustainability of this project.
2. Develop a plan for PPP or empowering of the cooperative association<sup>1</sup>

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<sup>1</sup> The partner should support the beneficiaries in the design of such endeavor and follow up on relevant official proceedings.

(to be established for this project), that includes the JSC-Irbid.

3. Develop a request for proposal (RFP) document to be used by the JSC-Irbid for interested entities that could invest in this project, keeping in mind UNDP's interest in local community development.

**The final output of this activity will be the approval of JSC-Irbid and MoLA of the UNDP exit strategy, and drafting of the RFP, and identification of potential partners and modalities for partnership.**

#### Time Frame and Deliverables

The service shall be provided within one year, based on the deliverables mentioned below.

No.	Deliverables	Documents	Duration/Deadline
1	Assignment of staff, development of implementation Plan (including tasks to be carried out, work schedule, data collection methods, coordination, and communication)	Work Plan – List of hired staff	14 days (after signing the agreement)
2.1	Developing Capacity building program for the 1000 women and the capacity building program for the 50 women to be working in the composting and sorting facility	Report including methodology and training material and plan	By the end of 14 calendar days (after signing the agreement)
2.2	Provide the training for the 1000 beneficiaries and the 50 that will work on site	Training report with photos, participants feedback reports	By the end of month 1 (after signing the agreement)
2.3	Develop the research with the academic institute selected by the RP and finalize the policy papers	research study and policy paper on gender, environment/SWM and economy	By the end of month 3 (after signing the agreement)
3.1	Plan and design the compost operations, mix design and licensing process	Operations plan, marketing and awareness plan, approved mix design, raw material suppliers' list and agreements, MoA production and product sale licenses, daily operations report, HS&E plan with procurement plan, monthly attendance sheet for the beneficiaries with recommended allowances <sup>7</sup>	By the end of month 3 (after signing the agreement)

<sup>7</sup> Normally in this ToR, the beneficiaries should start full capacity work after the approval of the mix design and getting the license, but for the sake of continuity, they might be allowed to come to the site and work (on-job training for few days a month (not more than 5 days/month in prior agreement and approval from the UNDP.



3.2	Manage the day-to-day operations of the compost facility	On-Job training bi-weekly progress reports with photos, daily operations report, monthly marketing and financial operations report, monthly attendance sheet for the beneficiaries with recommended allowances and actions, quality control reports, maintenance reports and any other report related to the operations	By the end of month 9 (after signing the agreement)
3.3	Agree with the beneficiaries and the UNDP on the grant investment plan for the sorting facility group	Procurement plan, record of the agreement on the procurement plan of the grant – procurement documents and machinery/goods inspection and delivery reports to site,	By the end of month 3 (after signing the agreement)
3.4	Plan the sorting operations and partnership agreements with potential market stakeholders	Customized operational plan from the UNDP/LDK Value Chain reports, marketing, and awareness plan, planned partnerships report, HS&E plan, monthly attendance sheet for the beneficiaries with recommended allowances <sup>8</sup>	By the end of month 3 (after signing the agreement)
3.5	Manage the day-to-day operations of the sorting facility	On-Job training bi-weekly progress reports with photos, daily operations report, monthly marketing, and financial operations report, signed partnership agreements and reports, monthly attendance sheet for the beneficiaries with recommended allowances and actions, quality control reports, maintenance reports and any	By the end of month 9 (after signing the agreement)

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<sup>8</sup> Normally in this ToR, the beneficiaries should start full capacity work after the approval of the mix design and getting the license, but for the sake of continuity, they might be allowed to come to the site and work (on-job training for few days a month (not more than 5 days/month in prior agreement and approval from the UNDP.

		other report related to the operations	
4.1	Exit phase of the on-job training of the operations for composting and sorting activities	Monthly reports on the challenges and adequacy of operations by the beneficiaries after the completion of the 6 months on-job training – Lessons learned report	By the end of month 12 (after signing the agreement)
4.2	Final recommendations and exit strategy that regards the interests of the project sustainability and beneficiaries' interest	Final project closure report – Approved exit strategy and plan – PPP modality plan – Approved RFP documents by MoLA/JSC	By the end of assignment

### Monitoring and Evaluation

The assignment will be monitored through the following M& E activities.

#### Monitoring Framework

Day to day monitoring of implementation progress will be the responsibility of the UNDP Project Officer who will inform the PMU at UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

Periodic monitoring of implementation progress will be undertaken by the UNDP-CO through monthly meetings, or more frequently as deemed necessary. This will allow the responsible partner to take stock and to troubleshoot any problems pertaining to the assignment in a timely fashion to ensure smooth implementation of the activities.

Progress reports to be submitted quarterly by the Responsible Party summarizing progress of the implementations of the activities

### Learning and knowledge sharing:

Results from the assignment will be disseminated within and beyond the intervention zone through existing information sharing networks and forums. The assignment will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the implementation through lessons

learned that might be beneficial in the design and implementation of similar future assignments.

#### Communications and visibility requirements:

All visibility materials should compile with UNDP's branding guidelines including the use of UNDP logo as well as the logos of donors to UNDP project. The responsible partner will be required to ensure clear beneficiary and public communication to ensure UNDP and donor as well as partner visibility. The Communication Officer of the responsible partner will work closely with the UNDP communication team throughout the implementation period. The following are the key expected communication and visibility deliverables:

Deliverables	Comments
Communication plan	The communications plan should include the utilization of social media and online advertising, multimedia (high-quality photography and videos), media coverage for milestones, development of human-interest stories, event management if applicable, and any other communications-related activities. It should elaborate and highlight visibility and exposure action points for the project, donors, and UNDP with a clear timeframe. This plan should be approved by the communications department at UNDP Jordan.
Social media updates	A comprehensive social media plan highlighting channels of distribution, audience, objectives, and key messages should be developed and approved by the UNDP communication team.
Professional photography for major events and milestones.	All photos and videos should be submitted to UNDP. Copyrights belong to UNDP
Testimonials	Testimonials from the beneficiaries should be collected.

#### End of assignment:

A Final Report is expected to be delivered at the end of the assignment. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, capture success stories and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the results. A closing event is also expected to be held. All relevant preparations and arrangements should be closely coordinated with UNDP Communication

Teams.

#### Required Qualifications and Skills

The selected responsible party should comply with the following requirements:

- A specialized non-profit NGOs and entities with the valid national registration in Jordan.
- Practical professional experience in the composting facilities operations in Jordan and sorting activities of MSW with clear linkages to livelihood initiatives, especially with women.
- Similar projects successfully implemented during last 5 years (reference letters from contractors, on request).
- Experience of working with international organizations/clients and with MoLA/JSCs in Jordan will be an advantage.

#### Terms of Payment

All payments are subject to the satisfactory completion and approval of all tasks described in this Terms of Reference document. Payments will be disbursed according to the following schedule:

Payment #	Value	Deliverable
1	15% of Total	1 & 2.1
2	10% of Total	2.2
3	5% of Total	2.3
4	5% of Total	3.1 & 3.4 (before receiving the official authorities' licenses)
5	5% of Total	3.1 & 3.4 (after receiving the official authorities' licenses)
6	5% of Total	3.3 (at completion of plans)
7	15% of Total	3.3 (at completion machinery inspection and commissioning)
8	20% of Total	After 1 month of the start of 3.2 & 3.5
9	15% of Total	After 5 month of the start of 3.2 & 3.5
10	5% of Total	4.1 & 4.2

It is understood that this table of payment might not represent the true costs of each activity, hence in the case of any surplus of payment or in any activity, the remaining amount should be replanned for another activity upon the approval of the UNDP or returned to the UNDP.

**Part (1): Technical Evaluation Criteria:**

<b>Summary of Technical Proposal Evaluation Forms</b>		<b>Score Weight</b>	<b>Points Obtainable</b>
<b>1.</b>	The expertise of the organization.	30%	300
<b>2.</b>	Proposed Methodology, Approach, and Implementation Plan.	40%	400
<b>3.</b>	Management Structure, Key Personnel, Trainers related to this assignment and effective budget breakdown /allocations.	30%	300
<b>Total</b>			<b>1000</b>

Evaluation forms for technical proposals follow on the next two pages are based on Section: Proposal Submission Form Information. The obtainable number of points specified for each evaluation criterion indicates the relative significance or weight of the item in the overall evaluation process. The Technical Proposal Evaluation Forms are:

**Form (1):** Expertise of Institutions/Organization

**Form (2):** Proposed Methodology, Approach, and Implementation Plan

**Form (3):** Management Structure, Key Personnel, and Trainers related to this assignment.

<b>Technical Proposal Evaluation - Form (1)</b>		<b>Points Obtainable</b>
<b>The expertise of the NGO/CSO</b>		
<b>1.1</b>	Profile and Reputation of the NGO/CSO in details	50

1.2	<p>General Institution/Organization Capability which is likely to affect implementation:</p> <ul style="list-style-type: none"> <li>- Financial stability.</li> <li>- Age/size of the institution/organization.</li> <li>- Availability of the facilities to conduct the required training (classes, workshops, materials, tools).</li> <li>- Experience in implementing composting and MSW activities with clear linkages with the technical aspects and sustainable livelihoods creation in Jordan.</li> <li>- Experience in women's economic empowerment initiatives.</li> <li>- Overall success rate in providing and securing decent work opportunities for beneficiaries, especially for women.</li> <li>- Knowledge and understanding of the SWM sector and environmental principles including the ability to devise responsive interventions</li> <li>- Knowledge and understanding of the labor market including the ability to devise responsive and market driven interventions</li> <li>- Experience in supporting and promoting green and sustainable business ideas with focus on compost and SWM innovation solutions</li> <li>- Extensive experience in working with the private sector and local government</li> <li>- Ability to coordinate research and policy papers development with research centers or academic entities.</li> <li>- Availability of strong internal monitoring and control systems.</li> </ul>	60
1.3	<p>Quality assurance procedures, warranty</p> <ul style="list-style-type: none"> <li>- Adequate training assessment tools.</li> <li>- Effective reporting skills.</li> </ul>	40
1.4	<p>Relevance of:</p> <ul style="list-style-type: none"> <li>- Specialized Knowledge.</li> <li>- Experience on Similar Programme/Projects.</li> </ul>	100
1.5	Management Structure of the NGO/CSO	50
<b>Sub-Total</b>		<b>300</b>
<b>Technical Proposal Evaluation Form (2)</b>		<b>Points Obtainable</b>
<b>Proposed Methodology, Approach, and Implementation Plan</b>		
2.1	To what degree does the Proposer understand the task?	90

<b>2.2</b>	Have the important aspects of the task been addressed in enough detail?	75
<b>2.3</b>	Is the scope of the task well defined and does it correspond to the TORs?	60
<b>2.4</b>	Is the presentation clear and are the sequence of activities and the planning logic, realistic, promise efficient implementation to the assignment?	65
<b>2.5</b>	Is the proposed methodology suitable to implement the project and all stages?	110
<b>Sub-total</b>		<b>400</b>

<b>Technical Proposal Evaluation Form 3</b>		<b>Points Obtainable</b>
<b>Management Structure, Key Personnel, and Trainers related to this assignment.</b>		
<b>3.1</b>	<b>Project Manager</b>	<b>100</b>
	<ul style="list-style-type: none"> <li>- Suitability for the project.</li> <li>- The relevance of Academic Experience.</li> <li>- Bachelor's degree in any field of knowledge, preferably in Environmental management, Solid Waste Management, or any other related field.</li> <li>- Preferably five years in implementing SWM sustainable business development in the fields of sorting, recycling, composting, circular economy projects or any other related field.</li> <li>- Experience in implementing vocational/technical hands-on skills development training courses, and providing entrepreneurship and mentorship support services, including support to growth and expansion to start-ups.</li> <li>- Excellent command of Arabic, English written, and verbal communication skills.</li> </ul>	
<b>3.2</b>	<b>Field Officer</b>	<b>50</b>
	<ul style="list-style-type: none"> <li>- Suitability for the project.</li> <li>- The relevance of Academic Experience (Recognized Degree in the field of Expertise).</li> <li>- Bachelor in any field of knowledge preferably in environmental science or management, agricultural engineering, or any related field.</li> <li>- Preferably three years of experience in community development</li> </ul>	

	<p>works and SWM recycling projects.</p> <ul style="list-style-type: none"> <li>- Excellent leadership and communication skills.</li> <li>- Excellent command of Arabic, English written, and verbal communication skills.</li> </ul>	
<b>3.3</b>	<b>Agriculture Engineer</b>	<b>70</b>
	<ul style="list-style-type: none"> <li>○ Bachelor in any field of knowledge preferably in agricultural engineering or any related field.</li> <li>○ Preferably three years of experience in community development works and composting production projects.</li> <li>○ Excellent leadership and communication skills.</li> <li>○ Ability to transfer knowledge and provide capacity building programs in the composting production field.</li> <li>○ Excellent command of Arabic, English written, and verbal communication skills.</li> </ul>	
<b>3.3</b>	<b>Other Project Team Members</b>	<b>80</b>
<b>Sub-total</b>		<b>300</b>



## Part (2): Financial Proposal Form

The responsible partner is required to prepare the Financial Proposal. It must provide a detailed cost breakdown. Any estimates for cost-reimbursable items, such as travel and out-of-pocket expenses, should be listed separately.

In case of any equipment component listed to the Responsible Partner, the Price Schedule should include figures for both purchase and lease/rent options. UNDP reserves the option to either lease/rent or purchase outright the equipment through the Contractor.

The template below is suggested for use as a guide in preparing the Financial Proposal. The format includes specific expenditures, which may or may not be required or applicable but are indicated to serve as examples.

Mayida Allassaf BH

SH

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a) Price Schedule and Cost Breakdown

Project Budget							
Description	Unit	Unit Cost \$	%	# of Units	Total Cost \$	UNDP Contribution	NGO/CSO Contribution
1. Personnel Expense							
2. Stage II implementation							
3. Stage III implementation							

<b>4. Stage IV Implementation</b>							
5. Other costs							
<b>Overhead (up to 10%)</b>							

### Schedule I (detailed Action plan with time frame)

[illegible]

[illegible]

[illegible]

#	Activity	Duration (Weeks)	Dates		Weeks from the Start of the Assignment																											
			Start	Finish	2	4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34	36	38	40	42	44	46	48	50	52	54	
MS	Stage 4 (Milestone End date)																															
29.																																
30.																																
31.																																
32.																																

To cover every activity and its sub-activities as per the TOR.