



HASHEMITE KINGDOM OF JORDAN

Ministry of Local Administration

National Competitive Bidding

Request for Proposals

For the Selection of Training Service Providers to Provide Training Services on Technical, Financial and Organisational Aspects of Solid Waste Management to Strengthen the Capacity of SOWP Beneficiaries' Personnel

RFP No.: CJO1062/4-T-1/SER/2023

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Support to the Implementation of the National Solid Waste Management Strategy

Funded by the EU through the French Development Agency (AFD)



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PART 1: BIDDING PROCEDURES

SECTION I - INSTRUCTIONS TO BIDDERS

A. General Provisions

1. Abbreviations and Definitions

'AFD' stands for Agence Française de Développement.

'Bid' (Proposal) means the Bid (Proposal) submitted by a Bidder in accordance with this RFP.

'Bidder' means a Training Entity that submits its Bid in accordance with this RFP.

'Client' means the Ministry of Local Administration of Jordan.

'Contract' means the legally binding written agreement signed between the Client and a Training entity for the provision of Services.

'DOS' stands for Department of Statistics.

'EC' stands for European Commission.

'ESIA' stands for Environmental and Social Impact Assessment.

'ESMP' stands for Environmental and Social Management Plan.

'EU' stands for European Union.

'GoJ' stands for Government of Jordan.

'ITB' stands for Instructions to Bidders (this Section I).

'JSC' stands for Joint Service Council.

'LOT' is a group of training topics of a related nature to be delivered to the Beneficiaries as detailed in the RFP / Section III TOR-Table 1.

'MoE' stands for Ministry of Environment.

'MoLA' stands for Ministry of Local Administration.

'MoPIC' stands for Ministry of Planning and International Cooperation.

'MoPWH' stands for Ministry of Public Works and Housing.

'MSW' stands for Municipal Solid Waste.

'MSWM' stands for Municipal Solid Waste Management.

'NMSWMS' stands for National Municipal Solid Waste Management Strategy (the "Strategy").

'PIU' stands for Project Implementation Unit (the MoLA's Unit competent for the implementation of SOWP).

'Preferred Bidder' per LOT means the Bidder who achieved the highest total score (S) in that LOT (cf. ITB 27).

'Proposal' (Bid) means the Proposal (Bid) submitted by a Bidder in

accordance with this RFP.

'RFP' stands for Request for Proposals (this document).

'Services' means the training services specified in this RFP / Section III ToR.

'SOWP' stands for Solid Waste Project.

'Strategy' means the National Municipal Solid Waste Management Strategy.

'SWM' stands for Solid Waste Management.

'TA' stands for Technical Assistance (provided to the PIU).

'TAT' stands for Technical Assistance Team.

'TOR' stands for Terms of Reference (Section VII of this RFP).

'Trainer' means an Expert who can demonstrate the qualifications, experience and expertise required to perform the LOT or LOTS training service in accordance with this RFP, for which service the Expert has been bindingly nominated by the Bidder in its Proposal.

'TSP' stands for Training Service Provider.

'Training Service Provider' means a firm (legal entity), or any combination of such Providers in the form of a Joint Venture (JV) that have the qualifications, experience and expertise to deliver the Services.

- | | |
|--|---|
| 2. Scope of Bid and Type of Contracts | <p>2.1 The Client issues this RFP Document for the procurement of Services specified in Section III - TOR.</p> <p>2.2 Each contract that will be signed between the Client and a TSP pursuant to the RFP is Lump sum.</p> |
| 3. Source of Funds | <p>The Client has received financing (hereinafter called "the funds") from the European Union (EU grant) to support the implementation of the Jordan Solid Waste Management Strategy ("Strategy"). Part of the Strategy is the Solid Waste Project (SOWP – No CJO 1062 03). The management of the EU grant that includes -among others- the SOWP has been delegated by the EU to the AFD.</p> |
| 4. Eligible Bidders | <p>4.1 A Bidder may be a firm (legal person), or any combination of firms in the form of a Joint Venture (JV) under an existing agreement or with the intent to enter into such an agreement supported by a Letter of Intent. In the case of a JV, all members shall be jointly and severally liable for the execution of the Contract in accordance with the Contract terms. The JV shall nominate a Representative who shall have the authority to conduct all business for and on behalf of any and all the members of the JV during the bidding process and, in the event the JV is awarded the Contract, during contract execution. Maximum number of members in the JV shall be: Five (5).</p> <p>4.2 AFD requires compliance with its policy in regard to corrupt and fraudulent practices as set forth in Section II – Appendix to the</p> |

Technical Proposal Submission Form.

- 4.3 A Bidder shall not have a conflict of interest. Any Bidder found to have a conflict of interest shall be disqualified.
- 4.4 A Bidder may be considered to have a conflict of interest, if the Bidder has a close business or family relationship with a professional staff of the Client who are directly or indirectly involved in the Proposals' evaluation process.

B. Contents of RFP Document

5. Sections of RFP Document

- 5.1 The RFP Document consists of Parts 1, 2, and 3, which include all the Sections specified below, and which should be read in conjunction with any Addenda issued in accordance with ITB 6.

PART 1: Bidding Procedures

- Section I - Instructions to Bidders (ITB)
- Section II – Proposal Submission Forms
- Section III – Terms of Reference

PART 2: Works Requirements

- Section IV – Standard Contract
- Appendices to Contract
 - Annex A - Terms of Reference
 - Annex B – Technical Proposal.
 - Annex C - Payment Schedule and Modalities
 - Annex D – Form of Performance Security

- 5.2 Unless obtained directly from the Client, the Client is not responsible for the completeness of the RFP Document, responses to requests for clarification, or amendments to the RFP Document in accordance with ITB 6. In case of any contradiction, documents obtained directly from the Client shall prevail.

- 5.3 The Bidders are expected to examine all instructions, forms, terms, and specifications in the RFP.

6. Clarifications and amendment of RFP

- 6.1 Interested TSPs may request clarifications on the RFP Document **no later than 14 days** before the Proposal's submission deadline set forth in ITB 18. Any request for clarification must be sent via email to the Client's address indicated below:

Eng. Hussain Mhaidat

E-mail: hussain_mhaidat@yahoo.com / solid.waste@MOMA.GOV.JO

The Client will respond to all requests by email, including a description of the inquiry but without identifying its source, and shall promptly upload its response to the MoLA's website.

- 6.2 Should the Client deem it necessary to amend the RFP as a result of a clarification, it shall do so at any time before the Proposal submission deadline by issuing an Addendum. The Client shall send the Addendum to all interested TSPs who have already contacted the Client by email and shall promptly upload it to the MoLA's website.
- 6.3 If the amendment is substantial, the Client shall extend the Proposal submission deadline to give the interested TSPs reasonable time to take an amendment into account in their Proposals.

B. Preparation of Bids

- | | |
|---|---|
| 7. General considerations | The Proposal must provide all information and documentation requested in the RFP. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal. |
| 8. Documents comprising the Proposal | <p>The Proposal shall comprise the following documents duly completed and signed:</p> <ol style="list-style-type: none"> (1) Bid-Security; (2) Technical Proposal and its Appendix Statement of Integrity, Eligibility and Environmental and Social Responsibility; and (3) Financial Proposal. |
| 9. Language | The Proposal, as well as all correspondence and documents relating to the Proposal exchanged between the Bidder and the Client shall be written in English. |
| 10. Only one Proposal | <ol style="list-style-type: none"> 1.1 A Bidder shall submit only one Proposal, either in its own name or as a member of a JV. If a Bidder (including any JV member) submits or participates in more than one Proposal, all such Proposals shall be disqualified and rejected. 1.2 A Proposal is permitted to bid on for one or more LOTs. |
| 11. Cost of preparation of Proposal | The Bidder shall bear all costs associated with the preparation and submission of its Proposal, and the Client shall not be responsible or liable for those costs, regardless of the conduct or outcome of the selection process. |
| 12. Proposal Validity | <ol style="list-style-type: none"> 12.1 The period during which the Proposal must remain valid after the Proposal submission deadline is 120 calendar days. 12.2 During the Proposal validity period, the Bidder shall maintain its original Proposal without any change, including the availability for providing the proposed Services, the proposed rates and the total price. 12.3 <u>Extension of validity period</u> <ol style="list-style-type: none"> 12.3.1 The Client will make its best effort to complete the tender within the Proposal's validity period. However, should the need arise, the Client may request, in writing, all Bidders, prior to the submission deadline, to extend the Proposal's |

validity.

12.3.2 If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal and with the confirmation of the availability of the Bidder for providing the proposed Services.

12.3.3 The Bidder has the right to refuse to extend the validity of its Proposal in which case such Proposal will not be further evaluated.

12.4 Substitution of Trainers in case of extension of validity period

12.4.1 If any of the Trainers nominated by the Bidder in its Bid become unavailable for the extended validity period, the Bidder shall provide a written adequate justification and evidence satisfactory to the Client together with the substitution request. In such case, a replacement Trainer shall have equal or better qualifications and experience than those of the originally proposed Trainer. The technical evaluation score, however, will remain to be based on the evaluation of the CV of the original Trainer.

12.4.2 If the Bidder fails to provide a replacement Trainer with equal or better qualifications, or if the provided reasons for the replacement or justification are unacceptable to the Client, such Proposal will be rejected.

13. Proposal Submission Forms

Proposal documents specified in ITB 8 should be prepared using the Proposal Submission Forms and their Appendices, where designated, provided in Section II without any alterations or substitutes to the text. All blank spaces shall be filled in with the information requested.

14. Bid Securing

14.1 The Bidder shall furnish, as part of its Bid in a separate envelope, a Bid Security in original form, using the Form included in Section II or in another substantially similar format approved by the Client prior to bid submission.

14.2 The Bid Security shall be an unconditional guarantee or certified check amounting to 3% of LOT(s) price proposed in EUR, or equivalent in JOD, issued by a bank legally established in Jordan, in benefit of the Minister of Local Administration of Jordan in addition to His job.

14.3 The Bid Security shall be valid for twenty-eight (28) days beyond the original validity period of the Proposal, or beyond any period of extension if requested under ITB 12.3.

14.4 The Bid Security of a JV shall be in the name of the JV that submits the Proposal. If the JV has not been legally constituted into a legally enforceable JV at the time of bidding, the Bid Security shall be in the names of all future members as named in Technical Proposal submission form (Section II / Form TECH-1).

14.5 Any Proposal not accompanied by a substantially responsive Bid Security shall be rejected by the Client as non-responsive.

14.6 The Bid Security of unsuccessful Bidders as well as of the successful Bidders shall be returned as promptly as possible upon the successful Bidders' signing the Contracts and furnishing the Performance Security pursuant to ITB 29.

14.7 The Bid Security may be forfeited:

14.7.1 If a bidder withdraws its Proposal during the Proposal validity period specified by the Bidder on the Technical Proposal submission form (Section II / Form TECH-1) as per ITB 12.1, or any extension thereto provided by the Bidder; or

14.7.2 If a successful Bidder fails to Sign the Contract in accordance with ITB 28 and ITB 29.

**15 Technical
Proposal format
and content**

15.1 The Technical Proposal shall be prepared using the standard forms provided in the RFP / Section II:

- (1) Technical Proposal Submission Form TECH-1 duly completed and signed.
- (2) Statement of Integrity, Eligibility and Social and Environmental Responsibility provided in the Appendix to Form TECH-1, unaltered and duly signed.
- (3) Methodology Form TECH-2 filled in according to the instructions provided on Form.
- (4) CV Form TECH-3 duly completed and signed by the Trainer(s) nominated for the LOT(s) bid on in the Proposal.
- (5) Supporting documents attached to the CV(s) demonstrating qualifications and experience of the Trainer(s) in accordance with TOR / Section III - term 5.1.

15.2 The Bidder shall not propose alternative Trainers. Only one CV shall be submitted for each Trainer position. Failure to comply with this requirement will make the Proposal non-responsive.

15.3 The Technical Proposal shall not include any financial information. A technical Proposal containing material financial information shall be declared non-responsive.

- 16 Financial Proposal format and content**
- 16.1 The financial Proposal shall be prepared using the standard forms provided in the RFP / Section II:
- (1) Financial Proposal Submission Form FIN–1 duly completed and signed.
 - (2) Summary of Costs Form FIN–2 duly completed.
 - (3) Breakdown of Costs Form FIN–3 completed in accordance with the instructions provided on Form.
- 16.2 Prices offered by the Bidder shall incorporate all costs associated with the Services bid on by the Bidder, including remuneration of Trainers and any other expenses inferred from the RFP.
- 16.3 The TSP contractor is responsible for meeting all tax liabilities arising out of the Contract.
- 16.4 Currency of Proposal: The Bidder shall express its bid prices in Euro (EUR).
- 16.5 Currency of payment: Payment under the Contract shall be made in Euro (EUR).

C. Submission, Opening of Bids

- 17 Sealing and marketing of Proposals**
- 17.1 The Bidder shall initial all pages of both the Technical and the Financial Proposal.
- 17.2 The Bidder shall enclose all documents comprising its Proposal in two separate sealed envelopes marked “Technical Proposal” and “Financial Proposal” (“inner” envelopes). The sealed envelopes containing the technical and financial Proposals shall be placed into one outer envelope and sealed.
- 17.3 Each inner envelope shall be prepared in
- (a) one (1) original, which shall contain the documents signed by the Bidder;
 - (b) one (1) paper copy; and
 - (c) one (1) digital copy (CD or flash disk).
- All copies shall be made from the signed original. If there are discrepancies between the original and the copies, the original shall prevail.
- 17.4 The original and the copies of the technical Proposal shall be placed in a sealed envelope clearly marked “**TECHNICAL PROPOSAL**”, bearing a warning “**DO NOT OPEN UNTIL TECHNICAL PROPOSAL OPENING**”, and the following references:
- For the Selection of Training entities to Provide “Training Services on Technical, Financial and Organisational Aspects of Solid Waste Management to Strengthen the Capacity of

SOWP Beneficiaries' Personnel".

- Support to the Implementation of the National Solid Waste Management Strategy.
- Ref.# CJO1062/4-T-1/SER/2023.
- Name and address of the Bidder.

17.5 Similarly, the original and the copies of the financial Proposal shall be placed in a sealed envelope clearly marked "**FINANCIAL PROPOSAL**", bearing a warning "**DO NOT OPEN WITH THE TECHNICAL PROPOSAL**", and the same references as on technical Proposal envelope (ITB 17.4).

17.6 The sealed inner envelopes shall then be enclosed in one single and sealed outer envelope, bearing a warning "**DO NOT OPEN BEFORE TECHNICAL PROPOSAL OPENING**", and the same references as on technical Proposal envelope (ITB 17.4).

17.7 If the envelopes and packages with the Proposal are not sealed and marked as required, the Client will assume no responsibility for the misplacement, loss, or premature opening of the Proposal.

17.8 The submission can be done by mail or by hand. Option for electronic submission of Proposals is not provided.

17.9 Any modifications, revisions, interlineations, erasures, or overwriting may only be made prior to the Proposal submission deadline and shall be valid only if they are signed or initialled by the Bidder. The Bidder is not permitted to alter or modify its Proposal in any way after the Proposal submission deadline. While evaluating the Proposals, the Client will conduct the evaluation solely based on the submitted technical and financial Proposals.

18 Deadline for Submission of Proposals

18.1 Proposals or their modifications must be received by the Client no later than **August 2nd 2023, 12:00 p.m. local time**, to the following address:

Ministry of Local Administration / Project Implementation Unit (PIU), Solid Waste Management Directorate, Office # 618, 4th Floor, Zahran Str. 3rd Circle, P.O Box: 1799, Amman 11118, Jordan.

18.2 The Client shall not consider any Proposal that arrives after the deadline for submission of Proposals. Any Proposal or its modification received by the Client after the Proposals submission deadline shall be declared late and rejected, and promptly returned unopened.

18.3 The Client may, at its discretion, extend the deadline for the submission of Proposals by amending the Bidding Documents in accordance with ITB 6, in which case all rights and obligations of the Client and Bidders previously subject to the deadline shall thereafter be subject to the deadline as extended.

- 19 Opening of outer envelopes and technical Proposals**
- 19.1 The Client's evaluation committee shall conduct the opening of the outer envelopes and technical Proposals in the presence of the Bidders or their authorised representatives who choose to attend in person. The opening shall take place at: Ministry of Local Administration, 3rd Floor, Zahran Str, **on August 2nd 2023, 12:00 p.m. local time.**
- The envelopes with the financial Proposals shall remain sealed and shall be securely stored under the responsibility of the Client until they are opened in accordance with ITB 23.
- 19.2 At the opening of the outer envelopes and technical Proposals the following shall be read out: (i) the name of the Bidder; (ii) the presence or absence of a duly sealed envelope with the financial Proposal; and (iii) any modifications to the Proposal submitted prior to the Proposal submission deadline.
- Any technical Proposal which does not have a signed submission form according to ITB 15.1, will not be considered.

D. Evaluation of Proposals

- 20 Method of selection**
- The method of selection of Training Services Providers to be awarded the LOTs is Quality and Cost Based Selection (QCBS).
- 21 Evaluation of Technical Proposals**
- Initially, the Client's evaluation committee shall evaluate the technical Proposals on the basis of their responsiveness to ITB 15 and the ToR, applying the evaluation system (criteria, sub-criteria, and point system) specified in Section III ToR-chapter 6. Each responsive Proposal will be given a technical score. A Proposal shall be rejected at this stage if it is evaluated as non-responsive or if it fails to achieve the minimum technical score set out in Section III ToR-chapter 6.
- 22 Interview with Proposed Trainers**
- Bidders whose Proposal has been evaluated as responsive and achieved the minimum technical score will be invited by the Client for an interview with proposed Trainer(s) in accordance with Section III ToR-chapter 6.
- The purpose of the interview is for the Client's evaluation committee to assess the qualities of the Trainers proposed by the Bidder to assume the role of a successful trainer.
- 23 Public opening of financial Proposals**
- 23.1 After the technical evaluation is completed, the Client shall notify those Bidders whose Proposals were considered non-responsive or did not meet the minimum qualifying technical score (and shall provide information relating to the Bidder's overall technical score) that their financial Proposals will be returned unopened after completing the selection process and Contract signing. The Client shall simultaneously notify in writing those Bidders that have achieved the minimum overall technical score and inform them of the date, time and location for the opening of the financial Proposals. The opening date should allow the Bidders sufficient time to make arrangements for attending the opening. The Bidder's attendance at the opening of the financial Proposals in person is optional and is at the Bidder's choice. An online option of the opening of the financial Proposals is not provided.

- 23.2 The financial Proposals shall be opened by the Client's evaluation committee in the presence of the representatives of those Bidders whose Proposals have passed the minimum technical score. At the opening, the names of the Bidders, the overall technical scores, and the total prices shall be read aloud and recorded. Copies of the record shall be sent to all Bidders who submitted Proposals.
- 24 Correction of errors** The Bidder is deemed to have included all inputs that are necessary to perform the Services bid on in its financial Proposal, so neither arithmetical corrections nor price adjustments shall be made. The total price, net of taxes understood as per ITB 25, specified in the financial Proposal (Form FIN-1) shall be considered as the offered price.
- 25 Taxes** The Client's evaluation of the Bidder's financial Proposal shall exclude taxes. Applicable taxes shall be added, if needed, to the Contract Price on a separate line with a reference to the Payment Schedule and Modalities (cf. Part II – ANNEX C).
- 26 Conversion to single currency** For the evaluation purposes, prices shall be converted to **EUR**. The official source of the selling (exchange) rate is: Central Bank of Jordan. The date of the exchange rates is the date which is seven (7) days prior to the deadline for Proposal's submission.
- 27 Combined quality and cost evaluation. Preferred Bidder**
- 27.1 The total score per LOT is calculated by weighting the respective technical and financial scores and adding them as per the formula and instructions in ToR-chapter 6 in Section III. Bidder achieving the highest combined technical and financial score for the LOT concerned shall be declared "Preferred Bidder" for the LOT concerned and will be invited for negotiations.
- 27.2 If the price bid on for a LOT, which results in the lowest Evaluated Bid Price for that LOT, is significantly lower than the Client's estimate for that LOT, the Client shall require the Bidder to produce detailed price analyses for any or all items of the Price Schedules, to demonstrate the internal consistency of that price with the supply requirements and the method and schedule proposed. If one or several inconsistencies are evidenced, the Bid shall be declared non-compliant and rejected.

E. Negotiations and Award

- 28 Negotiations**
- 28.1 Upon completion of the evaluation of Proposals, the Client shall invite the preferred Bidders for Contract negotiations for the award of LOTs. Negotiations will be held at the address indicated below:
- Ministry of Local Administration, Solid Waste Management Directorate, Jebel Amman, 3rd Circle, Zahran Street, Amman 11118, Jordan.
- Expected date for Contract negotiations: October 2023.**
- 28.2 Availability of Trainers
- The invited Preferred Bidders shall confirm the availability of Trainers nominated in the Proposal as a pre-requisite to the

negotiations. Failure of a Preferred Bidder to confirm availability of the Trainers proposed in the Bid may result in rejection of its Proposal and the Bid Security will be forfeited as per ITB 14. In that case, the Client may proceed to negotiate the Contract for the LOT concerned with the next-ranked Bidder.

Notwithstanding the above, the substitution of Trainers at the negotiations may be considered if due solely to circumstances outside the reasonable control of and not foreseeable by the Bidder, including but not limited to death or medical incapacity. In such case, the Bidder shall offer a substitute Trainer within the period of time specified in the letter of invitation to negotiate the Contract, who shall have equivalent or better qualifications and experience than the original Trainer.

28.3 Negotiations scope

The negotiations with each Preferred Bidder shall:

- (a) Finalise details on the Training Plan proposed such as time schedule for performing the services, training venues, etc., and the conditions of Contract, without substantially altering the original scope of Services.
- (b) Clarify each Preferred Bidder's tax liability in Jordan and how it should be reflected in the Contract.
- (c) Discuss and finalise the bid prices in the financial Proposal.

28.4 Conclusion of negotiations

For each LOT:

- (a) The Client shall prepare minutes of negotiations that are signed by the Client and the Preferred Bidder.
- (b) Should the negotiations for the LOT be successful, the Contract is finalised, also including the conclusions of negotiations.
- (c) If the negotiations for the LOT fail, the Client shall inform the Preferred Bidder in writing of all pending issues and disagreements and may invite the next-ranked Bidder to negotiate the Contract for the LOT concerned.

29 Performance Security

- 29.1 After completing the negotiations, the Client shall send a Letter of Acceptance to each successful Bidder, inviting them to furnish a Performance Security guarantee within ten (10) days of the receipt of the Letter, using for that purpose the Performance Security Form provided in the RFP / Part II - ANNEX D.
- 29.2 Failure of a successful Bidder to submit the Performance Security shall result in the rejection of the Bidder's Proposal and forfeiture of the Bid security. In that event, the Client may invite the next-ranked Bidder to negotiate a Contract.

30 Award of

- 30.1 After completing negotiations, Contracts shall then be initialled by

**Contracts,
Commencement
date**

the Client and Preferred Bidders who successfully completed the negotiations.

- 30.2 Each awarded Training Services Provider shall commence performing the contracted Services in accordance with the finalized Training Plan that is an integral part of the contract.

SECTION II - PROPOSAL SUBMISSION FORMS

Form of Bid Security

(Demand Guarantee)

[Pursuant to Section I – ITB 14]

[Guarantor letterhead or SWIFT identifier code]

Beneficiary: The Minister of Local Administration of Jordan in addition to His job.

Invitation of Bid No.: _____

Date: _____

Bid Security No.: _____

Guarantor: _____

We have been informed that _____ (hereinafter called "**the Bidder**") has submitted or will submit to the Beneficiary its Proposal (hereinafter called "**the Bid**") for the execution of _____ under Request for Proposals No. _____ ("**the RFP**").

Furthermore, we understand that, according to the Beneficiary's conditions, Proposals must be supported by a bid guarantee.

At the request of the Bidder, we, as Guarantor, hereby irrevocably undertake to pay the Beneficiary any sum or sums not exceeding in total an amount of _____ (_____) upon receipt by us of the Beneficiary's first demand, supported by the Beneficiary's statement, whether in the demand itself or a separate signed document accompanying or identifying the demand, stating that either the Bidder:

- a) Has withdrawn its Bid during the period of Bid validity set forth in the Bidder's Letter of Bid ("the Bid Validity Period"), or any extension thereto provided by the Bidder; or
- b) Having been notified of the acceptance of its Bid by the Beneficiary during the Bid Validity Period or any extension thereto provided by the Bidder, (i) has failed to execute the Contract Agreement, or (ii) has failed to furnish the Performance Security, in accordance with the Instructions to Bidders of the RFP (ref. Section I – ITB 29).

Address and details of the Bank office where the Beneficiary's demand shall be sent to:

This guarantee will expire:

- a) if the Bidder is the successful Bidder, upon our receipt of copies of the Contract Agreement signed by the Bidder and the Performance Security issued to the Beneficiary in relation to such Contract Agreement; or
- b) if the Bidder is not the successful Bidder, upon the earlier of (i) our receipt of a copy of the Beneficiary's notification to the Bidder of the results of the bidding process; or (ii) twenty-eight days after the end of the Bid Validity Period.

Consequently, any demand for payment under this guarantee must be received by us at the Bank office indicated above on or before that date.

This guarantee is subject to the Uniform Rules for Demand Guarantees (URDG) 2010 Revision, ICC Publication No. 758.

_____ [Signature(s)]

Technical Proposal Forms

Form TECH-1: Technical Proposal submission form

_____ [Location, Date]

To: Ministry of Local Administration of the Hashemite Kingdom of Jordan, Solid Waste Management Directorate, Jebal Amman, 3rd Circle, Zahran Street, Amman 11118, Jordan.

Dear Sir/Madame:

We, the undersigned, offer to provide for the "Training Services on Technical, Financial and Organisational Aspects of Solid Waste Management to Strengthen the Capacity of SOWP Beneficiaries' Personnel" in accordance with your Request for Proposals dated [Insert Date] and [insert my or our] Proposal. We are hereby submitting our Proposal, which includes this technical Proposal and a financial Proposal sealed in a separate envelope.

[If the Consultant is a Joint Venture, insert the following: "We are submitting our Proposal as a Joint Venture with: [Insert a list with the full name and the legal address of each member, and indicate the lead member]". We have attached a copy [insert: "of our letter of intent to form a Joint Venture" or, if a JV is already formed, "of the JV agreement"] signed by every participating member, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said Joint Venture.

We hereby declare that:

- a) All the information and statements made in this Proposal are true and we accept that any misrepresentation contained in this Proposal may lead to the rejection of our Proposal by the Client;
- b) Our Proposal shall be valid and remain binding upon me for the time period specified in ITB-12;
- c) We have no conflict of interest in accordance with ITB-4;
- d) We undertake to negotiate a Contract based on ITB-28. We accept that the substitution of Trainer(s) for reasons other than those stated in ITB-12.4 and 28.2 shall end Contract negotiations;
- e) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the assignment no later than the date indicated in ITB-30.

We acknowledge and agree that the Client reserves the right to annul the selection process and reject all Proposals at any time prior to Contract award, without thereby incurring any liability to us.

We remain,

Yours sincerely,

Authorised Signature¹ [in full and initials]: _____

Name and Title of Signatory: _____

¹ In case the Bidder is a company (legal entity), the person who will sign the Proposal on behalf of the company must attach an authorization from the company. In case the Bidder is a joint venture (JV), the person who will sign the Proposal on behalf of the Bidder shall be the JV lead member, in which case a power of attorney to sign on behalf of all JV members must be attached.

Name of Bidder²: _____

In the capacity of: _____

Address: _____

Contact information (phone and email): _____

² In case the Bidder is a joint venture (JV), put all JV members' names.

Appendix to Technical Proposal Submission Form

Statement of Integrity, Eligibility and Environmental and Social Responsibility

Reference name of the Proposal: _____ (The "**Contract**")

To: _____ (The "**Contracting Authority**")

1. We recognise and accept that *Agence Française de Développement* ("AFD") only finances projects of the Contracting Authority subject to its own conditions which are set out in the Financing Agreement which benefits directly or indirectly to the Contracting Authority. As a matter of consequence, no legal relationship exists between AFD and our company, our joint venture or our suppliers, contractors, subcontractors, consultants or subconsultants. The Contracting Authority retains exclusive responsibility for the preparation and implementation of the procurement process and performance of the contract. The Contracting Authority means the Purchaser, the Employer, the Client, as the case may be, for the procurement of goods, works, plants, consulting services or non-consulting services.
2. We hereby certify that neither we nor any other member of our joint venture or any of our suppliers, contractors, subcontractors, consultants or subconsultants are in any of the following situations:
 - 2.1) Being bankrupt, wound up or ceasing our activities, having our activities administered by the courts, having entered into receivership, reorganisation or being in any analogous situation arising from any similar procedure;
 - 2.2) Having been:
 - a. convicted within the past five years by a court decision, which has the force of *res judicata* in the country where the Contract is implemented, of fraud, corruption or of any other offense committed during a procurement process or performance of a contract (in the event of such conviction, you may attach to this Statement of Integrity supporting information showing that this conviction is not relevant in the context of this Contract);
 - b. subject to an administrative sanction within the past five years by the European Union or by the competent authorities of the country where we are constituted, for fraud, corruption or for any other offense committed during a procurement process or performance of a contract (in the event of such sanction, you may attach to this Statement of Integrity supporting information showing that this sanction is not relevant in the context of this Contract);
 - c. convicted within the past five years by a court decision, which has the force of *res judicata*, of fraud, corruption or of any other offense committed during the procurement process or performance of an AFD-financed contract;
 - 2.3) Being listed for financial sanctions by the United Nations, the European Union and/or France for the purposes of fight-against-terrorist financing or threat to international peace and security;
 - 2.4) Having been subject within the past five years to a contract termination fully settled against us for significant or persistent failure to comply with our contractual obligations during contract performance, unless this termination was challenged and dispute resolution is still pending or has not confirmed a full settlement against us;
 - 2.5) Not having fulfilled our fiscal obligations regarding payments of taxes in accordance with the legal provisions of either the country where we are constituted or the Contracting Authority's country;

- 2.6) Being subject to an exclusion decision of the World Bank and being listed on the website <http://www.worldbank.org/debarr> (in the event of such exclusion, you may attach to this Statement of Integrity supporting information showing that this exclusion is not relevant in the context of this Contract);
- 2.7) Having created false documents or committed misrepresentation in documentation requested by the Contracting Authority as part of the procurement process of this Contract.
3. We hereby certify that neither we, nor any of the members of our joint venture or any of our suppliers, contractors, subcontractors, consultants or subconsultants are in any of the following situations of conflict of interest:
- 3.1) Being an affiliate controlled by the Contracting Authority or a shareholder controlling the Contracting Authority, unless the stemming conflict of interest has been brought to the attention of AFD and resolved to its satisfaction;
- 3.2) Having a business or family relationship with a Contracting Authority's staff involved in the procurement process or the supervision of the resulting Contract, unless the stemming conflict of interest has been brought to the attention of AFD and resolved to its satisfaction;
- 3.3) Being controlled by or controlling another bidder or consultant, or being under common control with another bidder or consultant, or receiving from or granting subsidies directly or indirectly to another bidder or consultant, having the same legal representative as another bidder or consultant, maintaining direct or indirect contacts with another bidder or consultant which allows us to have or give access to information contained in the respective applications, bids or proposals, influencing them or influencing decisions of the Contracting Authority;
- 3.4) Being engaged in a consulting services activity, which, by its nature, may be in conflict with the assignments that we would carry out for the Contracting Authority;
- 3.5) In the case of procurement of goods, works or plants:
- i. Having prepared or having been associated with a consultant who prepared specifications, drawings, calculations and other documentation to be used in the procurement process of this Contract;
 - ii. Having been recruited (or being proposed to be recruited) ourselves or any of our affiliates, to carry out works supervision or inspection for this Contract;
4. If we are a state-owned entity, and to compete in a procurement process, we certify that we have legal and financial autonomy and that we operate under commercial laws and regulations.
5. We undertake to bring to the attention of the Contracting Authority, which will inform AFD, any change in situation with regard to points 2 to 4 here above.
6. In the context of the procurement process and performance of the corresponding contract:
- 6.1) We have not and we will not engage in any dishonest conduct (act or omission) deliberately intended to deceive others, to intentionally conceal items, to violate or vitiate someone's consent, to make them circumvent legal or regulatory requirements and/or to violate their internal rules in order to obtain illegitimate profit;
- 6.2) We have not and we will not engage in any dishonest conduct (act or omission) contrary to our legal or regulatory obligations or our internal rules in order to obtain illegitimate profit;
- 6.3) We have not promised, offered or given and we will not promise, offer or give, directly or indirectly to (i) any Person who holds a legislative, executive, administrative or judicial mandate within the State of the Contracting Authority regardless of whether that Person was nominated or elected, regardless of the permanent or temporary, paid or unpaid

nature of the position and regardless of the hierarchical level the Person occupies, (ii) any other Person who performs a public function, including for a State institution or a State-owned company, or who provides a public service, or (iii) any other person defined as a Public Officer by the national laws of the Contracting Authority's country, an undue advantage of any kind, for himself or for another Person or entity, for such Public Officer to act or refrain from acting in his official capacity;

6.4) We have not promised, offered or given and we will not promise, offer or give, directly or indirectly to any Person who occupies an executive position in a private sector entity or works for such an entity, regardless of the nature of his/her capacity, any undue advantage of any kind, for himself or another Person or entity for such Person to perform or refrain from performing any act in breach of its legal, contractual or professional obligations;

6.5) We have not and we will not engage in any practice likely to influence the contract award process to the detriment of the Contracting Authority and, in particular, in any anti-competitive practice having for object or for effect to prevent, restrict or distort competition, namely by limiting access to the market or the free exercise of competition by other undertakings;

6.6) Neither we nor any of the members of our joint venture or any of our suppliers, contractors, subcontractors, consultants or subconsultants shall acquire or supply any equipment nor operate in any sectors under an embargo of the United Nations, the European Union or France;

6.7) We commit ourselves to comply with and ensure that all of our suppliers, contractors, subcontractors, consultants or subconsultants comply with international environmental and labour standards, consistent with laws and regulations applicable in the country of implementation of the Contract, including the fundamental conventions of the International Labour Organisation (ILO) and international environmental treaties. Moreover, we shall implement environmental and social risks mitigation measures when specified in the environmental and social commitment plan (ESCP) provided by the Contracting Authority.

7. We, as well as members of our joint venture and our suppliers, contractors, subcontractors, consultants or subconsultants authorise AFD to inspect accounts, records and other documents relating to the procurement process and performance of the contract and to have them audited by auditors appointed by AFD.

Name: _____ In the capacity of: _____

Duly empowered to sign in the name and on behalf of³: _____

Signature: _____ Dated: _____

³ In case of joint venture, insert the name of the joint venture. The person who will sign the Proposal on behalf of the Bidder shall attach a power of attorney from the Bidder.

Form TECH–2: Methodology

[Form TECH–2 consists of two (2) sections:

1. LOT(s) included in the Bidder's Proposal; and
2. Training Plan proposed to perform the Services;

The Bidder is required to complete both sections on Form TECH–2 in accordance with the following instructions provided in brackets and italics.]

1. LOT(s) included in the Bidder's Proposal

[The Table below contains all LOTs to be assigned through this RFP as specified in ToR (cf. Section III - §2.1/Table 1). A Bidder in its Proposal may bid on for one or more LOTs. In the last column of Table below, the Bidder is required to tick (✓) LOT or LOTs on which the Bidder is bidding on.]

LOT ID	Topic	Training Modules	Total LOT Duration (days)	Checkmark
LOT 1	SWM Department's Organizational chart; Job Description; Team building; Decision Making	1, 2, 3, 4	12	
LOT 2	Municipal SWM: Fundamentals, treatment methods, legislation	10	3	
LOT 3	Hazardous SWM	11	5	
LOT 4	Environmental Monitoring Indicators, EIA, and Licensing	13, 14	4	
LOT 5	Green Economy; Circular economy Plan of MoE and SWM	15	2	
LOT 6	Landfill construction and operation	16, 17, 18	13	
LOT 7	Transfer station construction and operation	21, 22, 23, 24	9	
LOT 8	Vehicles routing programme; OBD system	28, 29	39	
LOT 9	Maintenance of vehicles and containers	32	12	
LOT 10	Maintenance of Complex hydraulic system and hydraulic pumps; Welding	33	20	
LOT 11	Occupational Health and Safety (OHS) in SWM: General aspects, standards, legislation, implementation	34, 35	4	
LOT 12	Dealing with the new procurement Law of 2020	37, 38	2	
LOT 13	SWM Economics, Accounting: Budgeting Works, Services, Supplies (BoQ, Unit prices, incidental)	43, 44, 45	6	
LOT 14	Full Cost Account (FCA) method in SWM	46, 47, 48, 49	20	
LOT 15	Special accounting issues: Fines and incentives associated with vocational licenses	50, 51	2	
LOT 16	SWM Project's Contract management: Contractual obligations, payments, claims,	56	3	

LOT ID	Topic	Training Modules	Total LOT Duration (days)	Checkmark
	completion handover, monitoring the default liability period, etc.			

2. Training Plan proposed to perform the Services

[Describe here the Training Plan you propose for the performance of the Services for each of the LOTs on which you are bidding on. The structure, content and details of the Training Plan must meet the requirements specified in ToR / Section III - §2.2.]

2.1 LOTx

2.1.1 Description of aspects to be developed for LOTx at Training Module level of detail

[Describe here in brief the aspects you (if assigned) will develop in LOTx, providing details at the Training Module level, taking into consideration the objectives and Scope and requirements per LOT specified in ToR / Section III - §2.3 and further building on them. The description should demonstrate (a) your understanding of the objectives, Scope and requirements of the Services required for LOT, (b) your expertise on the LOT's topics, and (c) your organizational and methodological skills to deliver the Services. The description in this section should not exceed two (2) pages per LOT.]

2.1.2 Description of training practices that the Trainer will use to make teaching more engaging and effective for trainees

[Describe here in brief the training practices that the Trainer will use to make teaching more engaging and effective for trainees, providing details for each training method separately (class seminar, work shop, on-the-job training, training visit), taking into consideration the requirements per training method specified in ToR / Section III - §2.2 and further building on them -for example, by providing a short assessment comment on the training methods selected per Training Module in ToR / Section III - §2.1/Table 1 and on the training practices indicatively mentioned in ToR / Section III - §2.2, based on the Trainer's experiences. The description should demonstrate the Trainer's familiarity with the training practices used in various training methods. The description in this section should not exceed half a page per training practice per training method.].

2.1.3 Training material that the Trainer will prepare after assignment

[Provide here a list of training material at the Training Module level of detail that the Trainer will prepare to support trainees to better understand the aspects to be developed, taking into consideration the training material indicatively mentioned in ToR / Section III - §2.2. For each training material in the list, provide a short description of content and format, not to exceed five (5) lines per material.]

2.1.4 Proposed dates for carrying out the LOTx

[Fill in the blank cells in the schedule below with the dates you propose to deliver the Services for the LOT at the Training Module level of detail, taking into consideration the Quarter in which each LOT is planned to be implemented (cf. ToR / Section III - §2.1/Table 1).]

LOTx Implementation Schedule *[where T is the contract signing date]*

Activities	Start date	End date
Contract signed by the Parties		T
Commencement date in accordance with ITB-Clause 26	T+10d	
Training material preparation – submission to the Client for review and approval	T+10d	T+30d
Training Module xx	_____	_____
_____	_____	_____
_____	_____	_____

2.2 LOTz

[Continue with the next LOT you are bidding on, if applicable.]

Form TECH-3: Curriculum Vitae (CV)

[Complete your up-to-date CV using the following Form.]

1. **Name of Trainer:** [insert full name]
2. **Date of Birth:** [day/month/year]
3. **Country of Citizenship/Residence:** [insert country]
4. **Education:** [List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained.]

Educational institution	Dates attended	Degree/Diploma obtained

5. **Language Skills (indicate only languages in which you can work):**

6. **Membership in Professional Associations:**

7. **Other information (e.g., publications, skills):**

8. **Employment record relevant to the Services:** [Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the Services does not need to be included.]

REF #	Period	Employing organization; your title/position; Contact information for references	Country	Summary of activities performed relevant to the Services
1	[e.g., May 2015 – present]	Employing organization: <hr/> Your title/position:		

Financial Proposal Forms

Form FIN-1: Financial Proposal submission form

_____ [Location, Date]

To: The Ministry of Local Administration of the Hashemite Kingdom of Jordan, Solid Waste Management Directorate, Jebal Amman, 3rd Circle, Zahran Street, Amman 11118, Jordan.

Dear Sir/Madame:

We, the undersigned, offer to provide the “Training Services on Technical, Financial and Organisational Aspects of Solid Waste Management to Strengthen the Capacity of SOWP Beneficiaries’ Personnel” in accordance with your Request for Proposal dated [Insert Date] and our attached Technical Bid.

Our attached Financial Proposal is for the amount of [Insert amount(s) in words and figures] bidding on for the LOT(s) [Insert the IDs of LOT(s) offered], excluding taxes. The estimated amount of these applicable taxes in Jordan is [Insert amount in words and figures and currency] which shall be confirmed or adjusted, if needed, during negotiations.

Our financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, i.e., before the date indicated in ITB-12.

We understand you reserve the right to annul the process and reject all Proposals at any time prior to Contract award.

We remain,

Yours sincerely,

Authorized Signature: _____ [In full and initials]

Name and Title of Signatory: _____

In the capacity of: _____

Address: _____

Email: _____

[For a Joint Venture, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached.]

Form FIN-2: Summary of Costs

LUMP SUM CONTRACT

Lump Sum Cost of the Financial Proposal (excluding taxes)

*[In Form FIN-2 below, fill in your Bid prices by transferring the “**Sum of Modules bid prices**” from Form FIN-3 ONLY for LOT(s) you are bidding on. These LOT(s) must be identical to those you declared on your Form TECH-2: Methodology.]*

LOT(s)	Sum of Modules bid prices in EUR	
	Written in full	Numerical
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		
16		

Tax Estimates in Jordan – to be discussed and finalized at the negotiations if the Contract is awarded

– Value Added Tax (VAT) or equivalent	
– Other indirect taxes <i>[Specify here other indirect taxes, if any]</i>	
<u>Total Estimate for taxes in Jordan:</u>	

Form FIN–3: Breakdown of Costs

Explanatory notes for the completion of Form

In Form FIN–3 below, for each Module of LOT you bid on, fill in with your **Bid prices** (Rate and Total) ONLY in the blank cells in “**A. Training Services to be provided by the TSP**” [i.e. (1) Trainers, (2) Training facilities, (3) Snack break, and (4) Management], and ONLY for LOT(s) you bid on. These LOT(s) must be identical to those declared on your Form TECH–2: Methodology.

Compute and fill in the “**Module Sum of Bid prices**” for each Module of LOT you bid on.

Once all “**Module Sum of bid prices**” of LOT you bid on are filled, compute the “**TOTAL LOT Sum of Modules bid prices**”, fill in the respective cell and transfer it to Form FIN-2.

DO NOT ALTER any of the prefilled cells in “**A. Training Services to be provided by the TSP**”. For example, zero value prefilled in (1) Trainers means that the Trainer shall not be provided by the TSP but from the Client; zero value prefilled in (2) Training facilities means that the Training Module concerned will not be performed at TSP’s facilities because the Module is either OJB or TV, therefore, it will be performed at Beneficiaries’ facilities or at EU host operator’s facilities respectively; zero value prefilled in (3) Snack break means that the Training Module concerned is Training visit abroad (TV), of which the relevant cost is included in “**B. Other services to be managed by the TSP**” [“**Accommodation, meals, local transport (abroad)**”].

DO NOT ALTER any of the prefilled cells in “**B. Other services to be managed by the TSP**”.

Thematic Category 1		Organisational: Beneficiaries' SWM Department Organization				
	LOT 1	SWM Department's Organizational chart; Job Description; Team building; Decision Making				
		Module 1	SWM Department's Organizational chart; Job Description; Team building; Decision Making	Training methods	CS1 + WS1	Period (quarter)
			A. Training Services to be provided by the TSP	Persons	Duration	Bid prices
				(number)	(Training days)	Rate (€ / day)
				(1)	(2)	(3)
				(4) = (1) * (2) * (3)		
			(1) Trainers	1	3	
			(2) Training facilities	20	3	
			(3) Snack break	20	3	

	(4) Management				
	Module 1	Sum of bid prices			
	B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
		(number)	(days)	Rate (€ / day)	Total (€)
	Daily basis				
	Trainees' working day compensation	20	3	40	2,400
	Trainees' travel costs (intra-country)	20	3	20	1,200
	Module 1	Sum of Other services tbn by the TSP			3,600
Module 2	SWM Department's Organizational chart; Job Description; Team building; Decision Making	Training methods	CS2 + WS2	Period (quarter)	Q1
	A. Training Services to be provided by the TSP	Persons	Duration	Bid price	
		(number)	(Training days)	Rate (€ / day)	Total (€)
		(1)	(2)	(3)	(4) = (1) * (2) * (3)
	(1) Trainers	1	3		
	(2) Training room fully equipped	20	3		
	(3) Snack break	20	3		
	(4) Management				
	Module 2	Sum of bid prices			
	B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
		(number)	(Training days)	Rate (€ / day)	Total (€)
	Daily basis				

Trainees' working day compensation	20	3	40	2,400
Trainees' travel costs (intra-country)	20	3	20	1,200
Module 2	Sum of Other services tbm by the TSP			3,600
SWM Department's Organizational chart; Job Description; Team building; Decision Making	Training methods	CS3 + WS3	Period (quarter)	Q2
A. Training Services to be provided by the TSP	Persons	Duration	Bid price	
	(number)	(Training days)	Rate (€ / day)	Total (€)
	(1)	(2)	(3)	(4) = (1) * (2) * (3)
	(1) Trainers	1	3	
	(2) Training facilities	10	3	
(3) Snack break	10	3		
(4) Management				
Module 3	Sum of bid prices			
B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
	(number)	(Training days)	Rate (€ / day)	Total (€)
Daily basis				
Trainees' working day compensation	10	3	40	1,200
Trainees' travel costs (intra-country)	10	3	20	600
Module 3	Sum of Other services tbm by the TSP			1,800

	Module 4	SWM Department's Organizational chart; Job Description; Team building; Decision Making	Training methods	CS4 + WS4	Period	Q2		
		A. Training Services to be provided by the TSP	Persons	Duration	Bid prices			
			(number)	(Training days)	Rate (€ / day)	Total (€)		
			(1)	(2)	(3)	(4) = (1) * (2) * (3)		
			(1) Trainers	1	3			
		(2) Training facilities	9	3				
		(3) Snack break	9	3				
		(4) Management						
		Module 4		Sum of bid prices				
		B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP			
			(number)	(days)	Rate (€ / day)	Total (€)		
		Daily basis						
		Trainees' working day compensation	9	3	40	1,080		
		Trainees' travel costs (intra-country)	9	3	20	540		
		Module 4		Sum of Other services tbm by the TSP			1,620	
		TOTAL LOT 1:		Sum of Modules bid prices				
		TOTAL LOT 1:		Sum of Modules Other services tbm by the TSP				10,620

Thematic Category 2		SWM Project Planning, Design and environmental licensing				
	LOT 2	Municipal SWM: Basic principles, treatment methods, legislation				
	Module 10	Municipal SWM: Basic principles, treatment methods, legislation	Training methods	CS10	Period	Q1
		A. Training Services to be provided by the TSP	Persons	Duration	Bid prices	
			(number)	Training days	Rate (€ / day)	Total (€)
			(1)	(2)	(3)	(4) = (1) * (2) * (3)
			(1) Trainers	1	3	
		(2) Training facilities	16	3		
		(3) Snack break	16	3		
		(4) Management				
		Module 10		Sum of bid prices		
		B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
			(number)	Training days	Rate (€ / day)	Total (€)
	Daily basis					
	Trainees' working day compensation		16	3	40	1,920
	Trainees' travel costs (intra-country)		16	3	20	960
	Module 10		Sum of Other services tbn by the TSP		2,880	
	TOTAL LOT 2:		Sum of Modules bid prices			
	TOTAL LOT 2:		Sum of Modules Other services tbn by the TSP			2,880

LOT 3 Hazardous SWM: Fundamentals, treatment methods, legislation, location selection, Landfill (types, studies, specifications of construction, operation and closure - reuse); Environmental monitoring.					
Module 11	Hazardous SWM	Training methods	CS11	Period	Q1
	A. Training Services to be provided by the TSP	Persons	Duration	Bid prices	
		(number)	Training days	Rate (€ / day)	Total (€)
		(1)	(2)	(3)	(4) = (1) * (2) * (3)
	(1) Trainers	0	0	0	0
	(2) Training facilities	2	5		
	(3) Snack break	2	5		
	(4) Management				
	Module 11	Sum of bid prices			
	B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
		(number)	Training days	Rate (€ / day)	Total (€)
	Daily basis				
	Trainees' working day compensation	14	5	20	1,400
	Trainees' travel costs (intra-country)	14	5	40	2,800
	Trainers tbp by the Client	2	5	0	0
	Module 11	Sum of Other services tbm by the TSP			4,200
	TOTAL LOT 3:	Sum of Modules bid prices			
TOTAL LOT 3:	Sum of Modules Other services tbm by the TSP				4,200

LOT 4	Environmental Monitoring Indicators, EIA, and Licensing
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	Module 13	Environmental Monitoring Indicators	Training methods	CS13 + WS7	Period	Q1	
		A. Training Services to be provided by the TSP	Persons	Duration	Bid prices		
			(number)	Training days	Rate (€ / day)	Total (€)	
			(1)	(2)	(3)	(4) = (1) * (2) * (3)	
		(1) Trainers	0	0	0	0	
		(2) Training facilities	19	2			
		(3) Snack break	19	2			
		(4) Management					
		Module 13		Sum of bid prices			
		B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP		
			(number)	Training days	Rate (€ / day)	Total (€)	
		Daily basis					
		Trainees' working day compensation		19	2	40	1,520
		Trainees' travel costs (intra-country)		19	2	20	760
		Trainers tbp by the Client		1	2	0	0
	Module 13		Sum of Other services tbm by the TSP			2,280	
	Module 14	Environmental Impact Assessment and Licensing	Training methods	CS14 + WS8	Period	Q1	
		A. Training Services to be provided by the TSP	Persons	Duration	Bid prices		
			(number)	Training days	Rate (€ / day)	Total (€)	
			(1)	(2)	(3)	(4) = (1) * (2) * (3)	

	(1) Trainers	0	0	0	0
	(2) Training facilities	14	2		
	(3) Snack break	14	2		
	(4) Management				
	Module 14	Sum of bid prices			
	B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
		(number)	Training days	Rate (€ / day)	Total (€)
	Daily basis				
	Trainees' working day compensation	14	2	40	1,120
	Trainees' travel costs (intra-country)	14	2	20	560
	Trainers tbp by the Client	1	2	0	0
	Module 14	Sum of Other services tbm by the TSP			1,680
	TOTAL LOT 4:	Sum of Modules bid prices			
	TOTAL LOT 4:	Sum of Modules Other services tbm by the TSP			3,960

LOT 5 Green Economy / Circular Economy and MSWM					
Module 15	Green Economy / Circular Economy and MSWM	Training methods	CS15	Period	Q2
	A. Training Services to be provided by the TSP	Persons	Duration	Bid prices	
		(number)	Training days	Rate (€ / day)	Total (€)
		(1)	(2)	(3)	(4) = (1) * (2) * (3)
	(1) Trainers	1	2		

	(2) Training facilities	14	2		
	(3) Snack break	14	2		
	(4) Management				
	Module 15	Sum of bid prices			
	B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
		(number)	Training days	Rate (€ / day)	Total (€)
	Daily basis				
	Trainees' working day compensation	14	2	40	1,120
	Trainees' travel costs (intra-country)	14	2	20	560
Module 15	Sum of Other services tbm by the TSP			1,680	
TOTAL LOT 5:	Sum of Modules bid prices				
TOTAL LOT 5:	Sum of Modules Other services tbm by the TSP				1,680

LOT 6	Landfill construction and operation: types, studies, specifications (Lining, Gas extraction; leachate management; Laying, Compaction, Capping; Rehabilitation); Reuse; Environmental monitoring					
	Module 16	Landfill construction and operation	Training methods	CS16	Period	Q1
	A. Training Services to be provided by the TSP		Persons	Duration	Bid prices	
			(number)	Training days	Rate (€ / day)	Total (€)
			(1)	(2)	(3)	(4) = (1) * (2) * (3)
		(1) Trainers	1	3		
	(2) Training facilities	14	5			
	(3) Snack break	14	5			

(4) Management				
Module 16	Sum of bid prices			
B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
	(number)	Training days	Rate (€ / day)	Total (€)
Daily basis				
Trainees' working day compensation	14	5	40	2,800
Trainees' travel costs (intra-country)	14	5	20	1,400
Trainers tbp by the Client	1	2	0	0
Module 16	Sum of Other services tbm by the TSP			4,200
Landfill construction and operation	Training methods	TV1	Period	Q1
A. Training Services to be provided by the TSP	Persons	Duration	Bid prices	
	(number)	Training days	Rate (€ / day)	Total (€)
	(1)	(2)	(3)	(4) = (1) * (2) * (3)
(1) Trainers	1	3		
(2) Training facilities	0	0	0	0
(3) Snack break	0	0	0	0
(4) Management				
Module 17	Sum of bid prices			
B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
	(number)	Training days	Rate (€ / day)	Total (€)

Daily basis				
Trainees' working day compensation	9	3	40	1,080
Accommodation, meals, local transport (abroad)	10	3	150	4,500
One-off				
Travel Visit (TV) costs (airfare, travel insurance)	10		850	8,500
Module 17	Sum of Other services tbn by the TSP			14,080
Landfill construction and operation	Training methods	CS17	Period	Q1
A. Training Services to be provided by the TSP	Persons	Duration	Bid prices	
	(number)	Training days	Rate (€ / day)	Total (€)
	(1)	(2)	(3)	(4) = (1) * (2) * (3)
(1) Trainers	1	3		
(2) Training facilities	14	5		
(3) Snack break	14	5		
(4) Management				
Module 18	Sum of bid prices			
B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
	(number)	Training days	Rate (€ / day)	Total (€)
Daily basis				
Trainees' working day compensation	14	5	40	2,800
Trainees' travel costs (intra-country)	14	5	20	1,400
Trainers tbn by the Client	1	2	0	0

	Module 18	Sum of Other services tbn by the TSP	4,200
TOTAL LOT 6:	Sum of Modules bid prices		
TOTAL LOT 6:	Sum of Modules Other services tbn by the TSP		22,480

LOT 7 Transfer station construction and operation: objectives, location selection, types, studies, specifications, machinery and equipment, Operation, Environmental monitoring						
Module 21	Transfer station construction and operation	Training methods	CS18	Period	Q1	
	A. Training Services to be provided by the TSP	Persons	Duration	Bid prices		
		(number)	Training days	Rate (€ / day)	Total (€)	
		(1)	(2)	(3)	(4) = (1) * (2) * (3)	
	(1) Trainers	1	2			
	(2) Training facilities	22	3			
	(3) Snack break	22	3			
	(4) Management					
	Module 21		Sum of bid prices			
	B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP		
		(number)	Training days	Rate (€ / day)	Total (€)	
	Daily basis					
	Trainees' working day compensation		22	3	40	2,640
	Trainees' travel costs (intra-country)		22	3	20	1,320
	Trainers tbp by the Client		1	1	0	0
Module 21		Sum of Other services tbm by the TSP			3,960	

	Module 22	Transfer station construction and operation	Training methods	TV4	Period	Q2
	A. Training Services to be provided by the TSP		Persons	Duration	Bid prices	
			(number)	Training days	Rate (€ / day)	Total (€)
			(1)	(2)	(3)	(4) = (1) * (2) * (3)
		(1) Trainers	1	2		
		(2) Training facilities	0	0	0	0
		(3) Snack break	0	0	0	0
		(4) Management				
	Module 22		Sum of bid prices			
	B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP		
		(number)	Training days	Rate (€ / day)	Total (€)	
	Daily basis					
	Trainees' working day compensation	6	2	150	1,800	
	Accommodation, meals, local transport (abroad)	7	2	150	2,100	
	One-off					
	Travel Visit (TV) costs (airfare, travel insurance)	7		850	5,950	
	Module 22		Sum of Other services tbm by the TSP			9,850
Module 23	Transfer station construction and operation	Training methods	TV5	Period	Q2	
A. Training Services to be provided by the TSP		Persons	Duration	Bid prices		
		(number)	Training days	Rate (€ / day)	Total (€)	

	(1)	(2)	(3)	(4) = (1) * (2) * (3)
(1) Trainers	1	2		
(2) Training facilities	0	0	0	0
(3) Snack break	0	0	0	0
(4) Management				
Module 23	Sum of bid prices			
B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
	(number)	Training days	Rate (€ / day)	Total (€)
Daily basis				
Trainees' working day compensation	8	2	150	2,400
Accommodation, meals, local transport (abroad)	9	2	150	2,700
One-off				
Travel Visit (TV) costs (airfare, travel insurance)	9		850	7,650
Module 23	Sum of Other services tbm by the TSP			12,750
Transfer station construction and operation	Training methods	TV6	Period	Q2
A. Training Services to be provided by the TSP	Persons	Duration	Bid prices	
	(number)	Training days	Rate (€ / day)	Total (€)
	(1)	(2)	(3)	(4) = (1) * (2) * (3)
(1) Trainers	1	2		
(2) Training facilities	0	0	0	0
(3) Snack break	0	0	0	0

	(4) Management				
	Module 24	Sum of bid prices			
	B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
		(number)	Training days	Rate (€ / day)	Total (€)
	Daily basis				
	Trainees' working day compensation	8	2	150	2,400
	Accommodation, meals, local transport (abroad)	9	2	150	2,700
	One-off				
	Travel Visit (TV) costs (airfare, travel insurance)	9		850	7,650
	Module 24	Sum of Other services tbm by the TSP			12,750
TOTAL LOT 7:	Sum of Modules bid prices				
TOTAL LOT 7:	Sum of Modules Other services tbm by the TSP				39,310

Thematic category 4. SWM operations' Equipment
LOT 8
Vehicles routing programme; OBD system

Module 28	Vehicles routing programme; Optimization of SWM collection route using GIS; Tracking coverage areas (collection, cleaning) using GPS	Training methods	OJT1, OJT2	Period	Q2
	A. Training Services to be provided by the TSP	Persons	Duration	Bid prices	
		(number)	Training days	Rate (€ / day)	Total (€)
		(1)	(2)	(3)	(4) = (1) * (2) * (3)
	(1) Trainers	0	0	0	0
	(2) Training facilities	0	0	0	0
	(3) Snack break	16	2		
	(4) Management				
	Module 28	Sum of bid prices			
	B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
		(number)	Training days	Rate (€ / day)	Total (€)
	Daily basis				
	Trainees' working day compensation	16	2	40	1,280
	Module 28	Sum of Other services tbm by the TSP			1,280
Module 29	Use of OBD system in vehicle monitoring and testing	Training methods	OJT3 to OJT9	Period	Q1
	A. Training Services to be provided by the	Persons	Duration	Bid prices	

TSP	(number)	Training days	Rate (€ / day)	Total (€)	
	(1)	(2)	(3)	(4) = (1) * (2) * (3)	
	(1) Trainers	1 (*)	35 (*)		
	(2) Training facilities	0	0	0	0
	(3) Snack break	35	5		
	(4) Management				
Module 29		Sum of bid prices			
(*) Any other combination between the number of trainers and the number of training days resulting in the 35 training days assigned to Module #29 (for example 5 trainers by 7 training days, or any other combination.) will also be qualified, provided that each Trainer meets the requirements for Module 29 set out in Section III-ToR §5.2.1.					
B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP		
	(number)	Training days	Rate (€ / day)	Total (€)	
Daily basis					
Trainees' working day compensation	35	5	40	7,000	
Module 29		Sum of Other services tbm by the TSP		7,000	
TOTAL LOT 8:		Sum of Modules bid prices			
TOTAL LOT 8:		Sum of Modules Other services tbm by the TSP			8,280

LOT #9 Maintenance of municipal SWM equipment (vehicles, bins/containers)					
Module 32	Maintenance of municipal SWM equipment (vehicles, bins/containers)	Training methods	OJT16 to OJT19	Period	Q2
	A. Training Services to be provided by the TSP	Persons	Duration	Bid prices	
		(number)	Training days	Rate (€ / day)	Total (€)

		(1)	(2)	(3)	(4) = (1) * (2) * (3)
	(1) Trainers	1	12		
	(2) Training facilities	0	0	0	0
	(3) Snack break	20	3	5	
	(4) Management				
	Module 32	Sum of bid prices			
	B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
		(number)	Training days	Rate (€ / day)	Total (€)
	Daily basis				
Trainees' working day compensation	20	3	40	2,400	
Module 32	Sum of Other services tbm by the TSP			2,400	
TOTAL LOT 9:	Sum of Modules bid prices				
TOTAL LOT 9:	Sum of Modules Other services tbm by the TSP				2,400

LOT 10	Maintenance of Complex hydraulic system and hydraulic pumps; Welding				
	Module 33	Maintenance of Complex hydraulic system and hydraulic pumps; Welding	Training methods	OJT20 to OJT23	Period
		A. Training Services to be provided by the TSP	Persons	Duration	Bid prices
			(number)	Training days	Rate (€ / day)
			(1)	(2)	(3)
		(1) Trainers	1 (*)	20 (*)	
		(2) Training facilities	0	0	0

	(3) Snack break	20	5		
	(4) Management				
	Module 33	Sum of bid prices			
	(*) Any other combination between the number of trainers and the number of training days resulting in the 20 training days assigned to Module #33 (for example 2 trainers by 10 training days, or any other combination.) will also be qualified, provided that each Trainer meets the requirements for lot #10 set out in Section III-ToR §5.2.1.				
	B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
		(number)	Training days	Rate (€ / day)	Total (€)
	Daily basis				
	Trainees' working day compensation	20	5	40	4,000
	Module 33	Sum of Other services tbm by the TSP			4,000
	TOTAL LOT 10:	Sum of Modules bid prices			
TOTAL LOT 10:	Sum of Modules Other services tbm by the TSP			4,000	

Thematic Category 5. Occupational Health and Safety (OHS) in SWM
LOT 11 OHS General aspects, standards, legislation, implementation

Module 34	OHS General aspects, standards, legislation, implementation	Training methods	CS22 + WS11	Period	Q2
	A. Training Services to be provided by the TSP	Persons	Duration	Bid prices	
		(number)	Training days	Rate (€ / day)	Total (€)
		(1)	(2)	(3)	(4) = (1) * (2) * (3)
	(1) Trainers	0	0	0	0
	(2) Training facilities	22	2		
	(3) Snack break	22	2		
	(4) Management				
	Module 34	Sum of bid prices			
	B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
		(number)	Training days	Rate (€ / day)	Total (€)
	Daily basis				
	Trainees' working day compensation	22	2	40	1,760
	Trainees' travel costs (intra-country)	22	2	20	880
	Trainers tbp by the Client	1	2	0	0
	Module 34	Sum of Other services tbm by the TSP			2,640
Module 35	OHS General aspects, standards, legislation, implementation	Training methods	CS23 + WS12	Period	Q2
	A. Training Services to be provided by the	Persons	Duration	Bid prices	

	TSP	(number)	Training days	Rate (€ / day)	Total (€)
		(1)	(2)	(3)	(4) = (1) * (2) * (3)
	(1) Trainers	0	0	0	0
	(2) Training facilities	16	2	20	
	(3) Snack break	16	2	5	
	(4) Management				
	Module 35		Sum of bid prices		
	B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
		(number)	Training days	Rate (€ / day)	Total (€)
	Daily basis				
	Trainees' working day compensation	16	2	40	1,280
	Trainees' travel costs (intra-country)	16	2	20	640
	Trainers tbp by the Client	1	2	0	0
	Module 35		Sum of Other services tbm by the TSP		1,920
TOTAL LOT 11:	Sum of Modules bid prices				
TOTAL LOT 11:	Sum of Modules Other services tbm by the TSP				4,560

Thematic Category 6. SWM Project Procurement
LOT 12 Dealing with the new procurement Law of 2020

Module 37	Dealing with the new procurement Law of 2020	Training methods	CS24	Period	Q1
	A. Training Services to be provided by the TSP	Persons	Duration	Bid prices	
		(number)	Training days	Rate (€ / day)	Total (€)
		(1)	(2)	(3)	(4) = (1) * (2) * (3)
	(1) Trainers	0	0	0	0
	(2) Training facilities	19	1		
	(3) Snack break	19	1		
	(4) Management				
	Module 37	Sum of bid prices			
	B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
		(number)	Training days	Rate (€ / day)	Total (€)
	Daily basis				
	Trainees' working day compensation	19	1	40	760
	Trainees' travel costs (intra-country)	19	1	20	380
	Trainers tbp by the Client	1	1	0	0
	Module 37	Sum of Other services tbm by the TSP			1,140
Module 38	Dealing with the new procurement Law of 2020	Training methods	CS25	Period	Q1

A. Training Services to be provided by the TSP	Persons	Duration	Bid prices	
	(number)	Training days	Rate (€ / day)	Total (€)
	(1)	(2)	(3)	(4) = (1) * (2) * (3)
(1) Trainers	0	0	0	0
(2) Training facilities	22	1		
(3) Snack break	22	1		
(4) Management				
Module 38	Sum of bid prices			
B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
	(number)	Training days	Rate (€ / day)	Total (€)
Daily basis				
Trainees' working day compensation	22	1	40	880
Trainees' travel costs (intra-country)	22	1	40	880
Trainers tbp by the Client	1	1	0	0
Module 38	Sum of Other services tbm by the TSP			1,760
TOTAL LOT 12:	Sum of Modules bid prices			
TOTAL LOT 12:	Sum of Modules Other services tbm by the TSP			2,900

Thematic Category 7. SWM Economics, Accounting
LOT 13 Budgeting Works, Services, Supplies (BoQ, Unit prices, incidental)

Module 43	Budgeting Works, Services, Supplies (BoQ, Unit prices, incidental)	Training methods	CS30 + WS16	Period	Q2
	A. Training Services to be provided by the TSP	Persons	Duration	Bid prices	
		(number)	Training days	Rate (€ / day)	Total (€)
		(1)	(2)	(3)	(4) = (1) * (2) * (3)
	(1) Trainers	0	0	0	0
	(2) Training facilities	19	2		
	(3) Snack break	19	2		
	(4) Management				
	Module 43		Sum of bid prices		
	B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
		(number)	Training days	Rate (€ / day)	Total (€)
	Daily basis				
	Trainees' working day compensation	19	2	40	1,520
	Trainees' travel costs (intra-country)	19	2	20	760
	Trainers tbp by the Client	1	2	0	0
Module 43		Sum of Other services tbm by the TSP			2,280
Module 44	Budgeting Works, Services, Supplies (BoQ, Unit prices, incidental)	Training methods	CS31 + WS17	Period	Q2
	A. Training Services to be provided by the TSP	Persons	Duration	Bid prices	

	(number)	Training days	Rate (€ / day)	Total (€)
	(1)	(2)	(3)	(4) = (1) * (2) * (3)
(1) Trainers	0	0	0	0
(2) Training facilities	12	2		
(3) Snack break	12	2		
(4) Management				
Module 44	Sum of bid prices			
B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
	(number)	Training days	Rate (€ / day)	Total (€)
Daily basis				
Trainees' working day compensation	12	2	40	960
Trainees' travel costs (intra-country)	12	2	20	480
Trainers tbp by the Client	1	2	0	0
Module 44	Sum of Other services tbm by the TSP			1,440
Budgeting Works, Services, Supplies (BoQ, Unit prices, incidental)	Training methods	CS32 + WS18	Period	Q2
A. Training Services to be provided by the TSP	Persons	Duration	Bid prices	
	(number)	Training days	Rate (€ / day)	Total (€)
	(1)	(2)	(3)	(4) = (1) * (2) * (3)
(1) Trainers	0	0	0	0
(2) Training facilities	16	2		

	(3) Snack break	16	2		
	(4) Management				
	Module 45	Sum of bid prices			
	B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
		(number)	Training days	Rate (€ / day)	Total (€)
	Daily basis				
	Trainees' working day compensation	16	2	40	1,280
	Trainees' travel costs (intra-country)	16	2	20	640
	Trainers tbp by the Client	1	2	0	0
	Module 45	Sum of Other services tbm by the TSP			1,920
TOTAL LOT 13:	Sum of Modules bid prices				
TOTAL LOT 13:	Sum of Modules Other services tbm by the TSP				5,640

LOT 14	Full Cost Account (FCA) method in SWM					
	Module 46	Full Cost Account (FCA) method in SWM	Training methods	CS33 + WS19	Period	Q1
	A. Training Services to be provided by the TSP	Persons	Duration	Bid prices		
		(number)	Training days	Rate (€ / day)	Total (€)	
		(1)	(2)	(3)	(4) = (1) * (2) * (3)	
	(1) Trainers	1	3			
	(2) Training facilities	12	3			
	(3) Snack break	12	3			

(4) Management				
Module 46	Sum of bid prices			
B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
	(number)	Training days	Rate (€ / day)	Total (€)
Daily basis				
Trainees' working day compensation	12	3	40	1,440
Trainees' travel costs (intra-country)	12	3	20	720
Module 46	Sum of Other services tbm by the TSP			2,160

Full Cost Account (FCA) method in SWM	Training methods	CS34 + WS20	Period	Q1
A. Training Services to be provided by the TSP	Persons	Duration	Bid prices	
	(number)	Training days	Rate (€ / day)	Total (€)
	(1)	(2)	(3)	(4) = (1) * (2) * (3)
(1) Trainers	1	3		
(2) Training facilities	13	3		
(3) Snack break	13	3		
(4) Management				
Module 47	Sum of bid prices			
B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	

	(number)	Training days	Rate (€ / day)	Total (€)
Daily basis				
Trainees' working day compensation	13	3	40	1,560
Trainees' travel costs (intra-country)	13	3	20	780
Module 47	Sum of Other services tbn by the TSP			2,340

Full Cost Account (FCA) method in SWM: application at the beneficiary	Training methods	OJT28 to OJT31	Period	Q1
A. Training Services to be provided by the TSP	Persons	Duration	Bid prices	
	(number)	Training days	Rate (€ / day)	Total (€)
	(1)	(2)	(3)	(4) = (1) * (2) * (3)
(1) Trainers	1	8		
(2) Training facilities	0	0	0	0
(3) Snack break	13	2		
(4) Management				
Module 48	Sum of bid prices			
B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
	(number)	Training days	Rate (€ / day)	Total (€)
Daily basis				
Trainees' working day compensation	13	2	40	1,040
Module 48	Sum of Other services tbn by the TSP			1,040

	Module 49	Full Cost Account (FCA) method in SWM: application at the beneficiary	Training methods	OJT32 to OJT 34	Period	Q1
		A. Training Services to be provided by the TSP	Persons	Duration	Bid prices	
			(number)	Training days	Rate (€ / day)	Total (€)
			(1)	(2)	(3)	(4) = (1) * (2) * (3)
		(1) Trainers	1	6		
		(2) Training facilities	0	0	0	0
		(3) Snack break	12	2		
		(4) Management				
	Module 49		Sum of bid prices			
		B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
			(number)	Training days	Rate (€ / day)	Total (€)
		Daily basis				
		Trainees' working day compensation	12	2	40	960
		Module 49		Sum of Other services tbm by the TSP		
TOTAL LOT 14:		Sum of Modules bid prices				
TOTAL LOT 14:		Sum of Modules Other services tbm by the TSP				6,500

LOT 15 Special accounting issues: Fines and incentives associated with vocational licenses						
	Module 50	Fines and incentives associated with vocational licenses	Training methods	CS35 + WS21	Period	Q1
		A. Training Services to be provided by the TSP	Persons	Duration	Bid prices	
			(number)	Training	Rate (€ /	Total (€)

		days	day)	
	(1)	(2)	(3)	(4) = (1) * (2) * (3)
(1) Trainers	1	1		
(2) Training facilities	12	1		
(3) Snack break	12	1		
(4) Management				
Module 50	Sum of bid prices			
B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP	
	(number)	Training days	Rate (€ / day)	Total (€)
Daily basis				
Trainees' working day compensation	12	1	40	480
Trainees' travel costs (intra-country)	12	1	20	240
Module 50	Sum of Other services tbn by the TSP			720
Managing the accounts and preparing the bank claims	Training methods	CS36 + WS22	Period	Q1
Training Services to be provided by the TSP	Persons	Duration	Bid prices	
	(number)	Training days	Rate (€ / day)	Total (€)
	(1)	(2)	(3)	(4) = (1) * (2) * (3)
(1) Trainers	1	1		
(2) Training facilities	9	1		
(3) Snack break	9	1		
(4) Management				

	Module 51	Sum of bid prices		
	Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP
		(number)	Training days	Rate (€ / day) Total (€)
	Daily basis			
	Trainees' working day compensation	9	1	40 360
	Trainees' travel costs (intra-country)	9	1	20 180
	Module 51	Sum of Other services tbn by the TSP		
		540		
	TOTAL LOT 15:	Sum of Modules bid prices		
	TOTAL LOT 15:	Sum of Modules Other services tbn by the TSP		
		1,260		

Thematic Category 8.		SWM Project's Contract management					
	LOT 16	Contractual obligations, payments, claims, completion handover, monitoring the default liability period, etc.					
		Module 56	Contractual obligations, payments, claims, completion handover, monitoring the default liability period, etc.	Training methods	CS40	Period	Q2
		Training Services to be provided by the TSP	Persons	Duration	Bid prices		
			(number)	Training days	Rate (€ / day)	Total (€)	
			(1)	(2)	(3)	(4) = (1) * (2) * (3)	
		(1) Trainers	1	3			
		(2) Training facilities	19	3			
		(3) Snack break	19	3			
		(4) Management					
		Module 56	Sum of bid prices				
		B. Other services to be managed by the TSP	Persons	Duration	Estimated expenses to be disbursed through the TSP		
			(number)	Training days	Rate (€ / day)	Total (€)	
		Daily basis					
		Trainees' working day compensation	19	3	40	2,280	
		Trainees' travel costs (intra-country)	19	3	20	1,140	
		Module 56	Sum of Other services tbn by the TSP			3,420	
		TOTAL LOT 16:	Sum of Modules bid prices				

TOTAL LOT 16:	Sum of Modules Other services tbm by the TSP	2,280
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SECTION III - TERMS OF REFERENCE

LIST OF ABBREVIATIONS

AFD (or Agency)	The Agence Française de Développement
CA	Contracting Authority
CBP	Capacity Building Programme
CFA	Chartered financial analyst certification
CMA	Certified Management Accountant
CPA	Certified Public Accountants
DOS	Department of Statistics
EC	European Commission
ESIA	Environmental and Social Impact Assessment
ESMP	Environmental and Social Management Plan
EU	European Union
FS	Financial Statements (monthly)
GoJ	Government of Jordan
JSC	Joint Service Council
JV	Join Venture
MoE	Ministry of Environment
MoF	Ministry of Finance
MoLA	The Ministry of Local Administration
MoPIC	Ministry of Planning and International Cooperation
MoPWH	Ministry of Public Works and Housing
MSW	Municipal Solid Waste
MSWM	Municipal Solid Waste Management
NMSWMS	National Municipal Solid Waste Management Strategy (the “Strategy”)
OBD	On-board diagnostics
PIU	Project Implementation Unit
POAM	Project Operational and Administrative Manual
SC	Joint Ministerial Higher Steering Committee
STC	Special Tender Committee

SOWP	Solid Waste Project
SWM	Solid Waste Management
TA	Technical Assistance
TAT	Technical Assistance Team
TES	Training Evaluation Sheet
ToR	Terms of Reference
TSP	Training Service Provider
TSSL	The acronym stands for Technical Specifications for Sanitary Landfill issued by the MoE under the heading <i>“The Instructions for Technical and Environmental Requirements for the Construction and Operation of Sanitary Landfills in Jordan, 2021”</i> .

1. Background

1.1 General Framework

In September 2015, the Government of Jordan endorsed a *National Strategy for the Municipal Solid Waste Management* (Strategy). In 2017, RSWMP Plans for the Northern and Central Region of Jordan were prepared in line with the provisions of NMSWMS and endorsed by the GoJ.

At the GoJ's request to the EC to provide support for the implementation of the Strategy, the GoJ and the EC executed a financing agreement dated December 18th, 2017, pursuant to which the EU undertakes to contribute to the financing up to a maximum amount of MEUR 100 (grant) to ensure the efficient, safe, and sanitary disposal of municipal solid waste in Jordan by the end of 2024.

The grant is allocated to (a) Supporting Policy Reform measures (40%) and (b) Complementary Support component earmarked to improve the solid waste management in the North and Central Region of Jordan (60%).

The management of part of the Complementary Support component was delegated by the EC to the AFD under an agreement concluded on December 20th, 2017 (*the "Delegation Agreement"*) authorising the Agency to manage a total of MEUR 53.17 for the benefit of GoJ and on behalf of the EC.

The Agency and GoJ have then entered into an agreement on August 27th, 2018, with reference number: CJO 1062 03 U (*the "Financing Agreement"*) to make available the Agency-delegated amount to the GoJ, and to implement the *Solid Waste Project* (SOWP).

1.2 The Solid Waste Project (SoWP)

1.2.1 SOWP Components

The SoWP consists of four (4) Components:

- (1) Component #1: Implementation of infrastructures and facilities for the transfer and treatment/disposal of Municipal Solid Waste that were identified as *"priority investments"* by the GoJ through the NMSWMS and the RSWMP, namely:
 - the Upgrade of Al Ekaider Dumpsite in Irbid governorate (North-West MSWM Service Area);
 - the Upgrade of Al Hussainiyat Dumpsite in Mafraq governorate (North-East MSWM Service Area); and
 - the Construction of new Transfer Stations in the Northern and Central Region.
- (2) Component #2: Project management;
- (3) Component #3: Capacity building and Institutional support to the beneficiaries of SOWP (JSCs, municipalities, PIU, MoE, DoS); and
- (4) Component #4: Cross-cutting services including (a) Communication & Visibility activities, and (b) SOWP Audit services carried out by external Auditors.

1.2.2 Institutional context and role of the key stakeholders

EU: The Project is funded by the EU (EU grant). It is part of the EU broader financial support for the implementation of the Jordan Solid Waste Management Strategy. EU undertakes to contribute to the financing up to a maximum amount of MEUR 100 (grant) to ensure the efficient, safe, and sanitary disposal of municipal solid waste in Jordan by the end of 2024.

AFD is the Agency delegated by EC to be in-charge of financing of SOWP and supervising the compliance of SOWP implementation with the Agreements' provisions.

MoLA: The *Ministry of Local Administration* (MoLA) is the *SOWP Executing Agency*.

PIU: The *Project Implementation Unit* (PIU) is the agency responsible for the day-to-day implementation and management of the SOWP. The PIU was set-up on December 7th, 2017, within the SWM Directorate of MoLA subject to Secretary General of MoLA and staffed with civil servants from SWM Directorate. PIU is organised in three Departments: 1) Investments, 2) Capacity Building, and 3) Administration and Finance, and coordinates with other MoLA Departments.

TAT. The PIU is supported by a *Technical Assistance Team* (TAT) commissioned by the MoLA on August 27th, 2019. The TAT provides its services through (a) key experts working in-tandem with the PIU civil servants, and (b) short-term experts (STEs) who are deployed ad hoc to provide support depending on the needs.

SOWP beneficiaries are the line Ministries (MoLA and MoE), MoPIC and MoF, the JSCs and the municipalities involved in the SOWP implementation areas, and the DOS, with the following roles:

- The JSCs and municipalities are responsible for the operation of the SWOP investment priorities.
- MoE provides guidance, recommendations, and endorsement (mainly endorsement of ESIA), follow-up of ESMP, and performing of periodic on-site environmental inspections to check compliance with the ESMP.
- MoPIC and MoF provide recommendations according to their competencies for the proper and smooth implementation of the SOWP.
- DOS elaborates and publishes key waste management data collected from the relevant waste management bodies.

Coordination and monitoring Committees: Two Committees set up by the Cabinet complement the coordination and monitoring mechanism of the Strategy and SOWP, with the following responsibilities:

- The *Steering Committee* (SC), composed of representatives of the line Ministries and donors, is responsible for the coordination and monitoring of Strategy implementation; and
- The *Special Tender Committee* (STC) is responsible to follow-up and validate the tendering processes of the procurements.

1.3 The Capacity Building Programme (CBP) in SOWP

1.3.1 Introduction

Capacity Building is one of the four main objectives of SOWP (cf. Component #3 in §1.2 above) that aims to support SOWP beneficiaries at the institutional, organizational, and individual levels in improving the performance of their mandatory competences related to solid waste sector, and more specifically those directly attached to the SOWP implementation (dumpsites/landfills, transfer stations, etc.).

To achieve this, a comprehensive Capacity Building Programme (CBP) was prepared by the PIU and TAT in 2021 based on a mapping and assessment of the needs of SOWP beneficiaries. As per that assessment, priority needs are mainly related to the improvement of skills through training, as well as the acquisition of certain materials and light equipment which are key to ensuring a basic operational level of the beneficiaries' Waste Management Departments.

1.3.2 Training needs

The training needs of the SOWP beneficiaries' staff have been identified, assessed, and prioritised through a "needs assessment" process based on a series of interviews conducted by the PIU and TAT during the last quarter of 2021.

Training needs were grouped thematically into ten (10) categories (Thematic Categories) as listed below:

1. Organisational.
2. SWM Project Planning, Design, and environmental licensing.
3. Preparation of fund-raising SW Project proposals.
4. SWM operations' Equipment.
5. Occupational Health and Safety in SWM.
6. SWM Project Procurement.
7. SWM Economics and Accounting.
8. SWM Project's Contract management.
9. Public Awareness on SWM Activities.
10. Improving English language command.

1.3.3 Training methods

Various training methods have been selected to best suit the training needs, based on the specificity of each individual topic as well as the opinions of the interviewed staff gained from their previous similar training experiences, involving:

- Classroom seminar (CS);
- Workshop (WS);
- On-the-job training (OJT);
- Training visit (TV) abroad; and
- Tutorials (for improving English language command).

1.3.4 Training Modules

The training programme has been divided in Training Modules. Each Training Module covers a specific topic and is structured in a way that determines:

- (a) The training methods selected;
- (b) The trainees' group composition in compatibility with the objective of the topic; that is by grouping in some cases trainees from only municipalities, or from only JSCs and so on to ensure homogeneity of the audience for topics requiring similarity of competence, while by grouping in other cases staff from different organisations to ensure mixing of the audience for topics requiring horizontal diffusion of knowledge; and
- (c) The number of trainees, not exceeding a ceiling depending on the training method.

1.3.5 Implementation schedule of the Training Modules

The overall implementation period of the training programme is divided into four (4) Quarters (Q) starting from the implementation commencement date of the first Quarter and ending by the end of

year 2025. Considering the prioritisation of needs, the Training Modules per Quarter are estimated as following:

- 1st Quarter (Q1): 18 training modules;
- 2nd Quarter (Q2): 16 training modules;
- 3rd Quarter (Q3) and 4th Quarter (Q4): 27 training modules;

1.3.6 Allocation of Training effort

The effort required to deliver the entire training programme has been shared between (a) outsourced Training Service Providers (TSPs), and TAT-KEs.

1.3.7 Venues for the Training Modules

The venues for the Training Modules are defined in relation to the training method as follows:

- **CS/WS**: All training of this type will be held at fully equipped training facilities to be provided by the TSPs.
- **TV (abroad)**: All training of this type will be held at the premises of high-quality operators (SWM facilities' operators, TS operators) located in European countries to be selected by the MoLA supported by the TAT key experts.
- **OJT**: Each OJT will be performed at the premises of the beneficiary whose staff the OJT is addressed to.

2. Objective and Scope of the Services

2.1 General Layout

The overall objective of this Service is to deliver thirty-four (34) Training Modules included in the first two Quarters Q1 and Q2 under Thematic Categories.

Q1 comprises eighteen (18) Modules engaging a total of 88 training days; and Q2 comprises sixteen (16) Modules engaging a total of 68 training days.

The thirty-four (34) Training Modules are grouped into sixteen (16) LOTs, each containing topics of a related nature, as detailed in **Table 1** below. For each Training Module, **Table 1** specifies:

- The topic to be covered;
- The target beneficiaries;
- The number of trainees per beneficiary to attend the Training Module;
- The training methods to be applied by the Trainers;
- The allocation of training effort to Trainers to be provided by the TSPs or by the Client through TAT-KEs;
- The duration of Training Module (training days);
- The Quarter in which the Training Module is planned to be performed; and
- The venue of the Training Module.

Table 1: LOTs included in the Scope of Service

Thematic Category 1		Organisational: Beneficiaries' SWM Department Organization								
	LOT #1	SWM Department's Organizational chart; Job Description; Team building; Decision Making								
		Module 1	SWM Department's Organizational chart; Job Description; Team building; Decision Making							
			Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue	
			Irbid JSC	5	CS1 + WS1	tbp by the TSP	3	Q1	tbp by the TSP	
			Irbid JSC's Sites	2						
			Mafraq JSC	3						
			Hussainiyat Site	2						
			Balqa JSC	5						
			Balqa JSC's Sites	3						
		Total Module 1	20			3				
		Module 2	SWM Department's Organizational chart; Job Description; Team building; Decision Making							
			Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue	
			Irbid Mun.	5	CS2 + WS2	tbp by the TSP	3	Q1	tbp by the TSP	
			Ramtha Mun.	6						
			Mafraq Mun.	3						
			Salt Mun.	6						
			Total Module 2	20			3			
		Module 3	SWM Department's Organizational chart; Job Description; Team building; Decision Making							
			Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue	

			MoLA/PIU	10	CS3 + WS3	tbp by the TSP	3	Q2	tbp by the TSP
			Total Module 3	10			3		
		Module 4	SWM Department's Organizational chart; Job Description; Team building; Decision Making						
			Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
			MoE	9	CS4 + WS4	tbp by the TSP	3	Q2	tbp by the TSP
			Total Module 4	9			3		
		Total	LOT #1	4 Modules	59			12	
Total	Thematic Category 1	1 LOT	4 Modules	59			12		

Thematic Category 2		SWM Project Planning, Design and environmental licensing							
	LOT #2	Municipal SWM: Basic principles, treatment methods, legislation							
		Module 10	Municipal SWM: Basic principles, treatment methods, legislation						
			Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
			MoE	9	CS10	tbp by the TSP	3	Q1	tbp by the TSP
			MoLA/PIU	5					
			DOS	2					
		Total Module 10	16			3			
	Total	LOT #2	1 Module	16			3		
	LOT #3	Hazardous SWM: Fundamentals, treatment methods, legislation, location selection, Landfill (types, studies, specifications of construction, operation and closure - reuse); Environmental monitoring.							
		Module 11	Hazardous SWM						
			Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
			MoE	9	CS11	TAT-KE5 tbp by the Client	3	Q2	tbp by the TSP
			MoLA/PIU	5		TAT-KE2 tbp by the Client	2		
			Total Module 11	14			5		
Total	LOT #3	1 Module	14			5			
LOT #4	Environmental Monitoring Indicators, EIA, and Licensing								
	Module 13	Environmental Monitoring Indicators							

		Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
		MoE	9	CS13 + WS7	TAT-KE2 tbp by the Client	2	Q1	tbp by the TSP
		DOS	5					
		MoLA/PIU	5					
		Total Module 13	19			2		
	Module 14	Environmental Impact Assessment and Licensing						
		Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
		MoE	9	CS14 + WS8	TAT-KE2 tbp by the Client	2	Q1	tbp by the TSP
		MoLA/PIU	5					
		Total Module 14	14			2		
Total	LOT #4	2 Modules	33			4		
LOT #5	Green Economy / Circular Economy and MSWM							
	Module 15	Green Economy / Circular Economy and MSWM						
		Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
		MoE	9	CS15	tbp by the TSP	2	Q2	tbp by the TSP
		MoLA/PIU	5					
		Total Module 15	14			2		
Total	LOT #5	1 Module	14			2		
LOT #6	Landfill construction and operation: types, studies, specifications (Lining, Gas extraction; leachate management; Laying, Compaction, Capping; Rehabilitation); Reuse; Environmental monitoring							
	Module 16	Landfill construction and operation						

		Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
		Ekaider Site	5	CS16	tbp by the TSP	3	Q1	tbp by the TSP
		Hussainiyat Site	4		TAT-KE2 tbp by the Client	2		
		Balqa JSC's Sites	5					
		Total Module 16	14			5		
	Module 17	Landfill construction and operation						
		Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
		Ekaider Site	5	TV1	tbp by the TSP	3	Q1	tbp by the host Operator (EU country)
		Hussainiyat Site	4					
		Total Module 17	9			3		
	Module 18	Landfill construction and operation						
		Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
		MoE	9	CS17	tbp by the TSP	3	Q1	tbp by the TSP
		MoLA/PIU	5		TAT-KE2 tbp by the Client	2		
		Total Module 18	14			5		
Total	LOT #6	3 Modules	37			13		
LOT #7	Transfer station construction and operation: objectives, location selection, types, studies, specifications, machinery and equipment, Operation, Environmental monitoring							
	Module 21	Transfer station construction and operation						
		Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue

	Irbid Mun.	2	CS18	tbp by the TSP	2	Q1	tbp by the TSP	
	Ramtha Mun.	2		TAT-KE2 tbp by the Client	1			
	Mafraq Mun.	2						
	Irbid JSC	2						
	Mafraq JSC	2						
	Salt Mun.	2						
	Balqa JSC	2						
	MoLA/PIU	5						
	MoE	3						
	Total Module 21	22			3			
	Module 22	Transfer station construction and operation						
		Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
		Irbid JSC	2	TV4	tbp by the TSP	2	Q2	tbp by the host Operator (EU country)
		Mafraq JSC	2					
		Balqa JSC	2					
		Total Module 22	6			2		
	Module 23	Transfer station construction and operation						
		Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
		Irbid Mun.	2	TV5	tbp by the TSP	2	Q2	tbp by the host Operator (EU country)
		Ramtha Mun.	2					
		Mafraq Mun.	2					
		Salt Mun.	2					
		Total Module 23	8			2		

		Module 24	Transfer station construction and operation						
			Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
			MoE	3	TV6	tbp by the TSP	2	Q2	tbp by the host Operator (EU country)
			MoLA (PIU)	5					
			Total Module 24	8			2		
	Total	LOT #7	4 Modules	44			9		
Total	Thematic Category 2	6 LOTs	12 Modules	158			36		

Thematic Category 4		SWM operations' Equipment							
	LOT #8	Vehicles routing programme; OBD system							
		Module 28	Vehicles routing programme; Optimization of SWM collection route using GIS; Tracking coverage areas (collection, cleaning) using GPS						
			Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
			Irbid Mun.	5	OJT1	TAT-KE5 tbp by the Client	2	Q2	Irbid Mun.
			MoLA/PIU	3					
			Ramtha Mun.	6	OJT2	TAT-KE5 tbp by the Client	2	Q2	Ramtha Mun.
			MoLA/PIU	2					
		Total Module 28	16			4			
		Module 29	Use of OBD system in vehicle monitoring and testing						
			Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
			Ekaider Site	5	OJT3	tbp by the TSP	5	Q1	Ekaider Site
			Hussainiyat Site	5	OJT4	tbp by the TSP	5	Q1	Hussainiyat Site
			Balqa JSC's Sites	5	OJT5	tbp by the TSP	5	Q1	Balqa JSC's Sites
			Irbid Mun.	5	OJT6	tbp by the TSP	5	Q1	Irbid Mun.
			Ramtha Mun.	5	OJT7	tbp by the TSP	5	Q1	Ramtha Mun.
	Mafraq Mun.		5	OJT8	tbp by the TSP	5	Q1	Mafraq Mun.	
	Salt Mun.		5	OJT9	tbp by the TSP	5	Q1	Salt Mun.	
	Total Module 29		35			35			
	Total	LOT #8	2 Modules	51			39		
LOT #9	Maintenance of municipal SWM equipment (vehicles, bins/containers)								

		Module 32	Maintenance of municipal SWM equipment (vehicles, bins/containers)						
			Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
			Irbid Mun.	5	OJT16	tbp by the TSP	3	Q2	Irbid Mun.
			Ramtha Mun.	5	OJT17	tbp by the TSP	3	Q2	Ramtha Mun.
			Mafraq Mun.	5	OJT18	tbp by the TSP	3	Q2	Mafraq Mun.
			Salt Mun.	5	OJT19	tbp by the TSP	3	Q2	Salt Mun.
			Total Module 32	20			12		
		Total	LOT #9	1 Module	20			12	
	LOT #10	Maintenance of Complex hydraulic system and hydraulic pumps; Welding							
		Module 33	Maintenance of Complex hydraulic system and hydraulic pumps; Welding						
			Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
			Irbid Mun.	5	OJT20	tbp by the TSP	5	Q2	Irbid Mun.
			Ramtha Mun.	5	OJT21	tbp by the TSP	5	Q2	Ramtha Mun.
			Mafraq Mun.	5	OJT22	tbp by the TSP	5	Q2	Mafraq Mun.
			Salt Mun.	5	OJT23	tbp by the TSP	5	Q2	Salt Mun.
			Total Module 33	20			20		
	Total	LOT #10	1 Module	20			20		
Total	Thematic Category 4	3 LOTs	4 Modules	91			71		

Thematic Category 5.		Occupational Health and Safety in SWM							
	LOT #11	General aspects, standards, legislation, implementation							
		Module 34	General aspects, standards, legislation, implementation						
			Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
			Irbid Mun.	5	CS22 + WS11	TAT-KE2 tbp by the Client	2	Q2	tbp by the TSP
			Ramtha Mun.	6					
			Maфраq Mun.	5					
			Salt Mun.	6					
		Total Module 34	22				2		
		Module 35	General aspects, standards, legislation, implementation						
			Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
			Irbid JSC	5	CS23 + WS12	TAT-KE2 tbp by the Client	2	Q2	tbp by the TSP
			Balqa JSC	5					
			Maфраq JSC	6					
		Total Module 35	16				2		
	Total	LOT #11	2 Modules	38			4		
Total	Thematic Category 5	1 LOT	2 Modules	38			4		

Thematic Category 6		SWM Project Procurement							
	LOT #12	Dealing with the new procurement Law of 2020							
		Module 37	Dealing with the new procurement Law of 2020						
			Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
			Irbid JSC	5	CS24	TAT-KE3 tbp by the Client	1	Q1	tbp by the TSP
			Mafrq JSC	6					
			Balqa JSC	5					
			MoLA/PIU	3					
			Total Module 37		19			1	
		Module 38	Dealing with the new procurement Law of 2020						
			Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
			Irbid Mun.	5	CS25	TAT-KE3 tbp by the Client	1	Q1	tbp by the TSP
			Ramtha Mun.	6					
			Mafrq Mun.	3					
			Salt Mun.	6					
			MoLA/PIU	2					
			Total Module 38		22			1	
	Total	LOT #12	2 Modules	41			2		
Total	Thematic Category 6	1 LOT	2 Modules	41			2		

Thematic Category 7		SWM Economics, Accounting							
	LOT #13	Budgeting Works, Services, Supplies (BoQ, Unit prices, incidental)							
		Module 43	Budgeting Works, Services, Supplies (BoQ, Unit prices, incidental)						
			Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
			MoLA/PIU	10	CS30 + WS16	TAT-KE3 tbp by the Client	2	Q2	tbp by the TSP
			MoE	9					
			Total Module 43	19			2		
		Module 44	Budgeting Works, Services, Supplies (BoQ, Unit prices, incidental)						
			Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
			Irbid JSC	4	CS31 + WS17	TAT-KE3 tbp by the Client	2	Q2	tbp by the TSP
			Mafrq JSC	4					
			Balqa JSC	4					
			Total Module 44	12			2		
		Module 45	Budgeting Works, Services, Supplies (BoQ, Unit prices, incidental)						
			Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
			Irbid Mun.	4	CS32 + WS18	TAT-KE3 tbp by the Client	2	Q2	tbp by the TSP
			Ramtha Mun.	4					
			Mafrq Mun.	4					
			Salt Mun.	4					
			Total Module 45	16			2		
		Total	LOT #13	3 Modules	47			6	

LOT #14	Full Cost Account (FCA) method in SWM							
	Module 46	Full Cost Account (FCA) method in SWM						
		Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
		Irbid Mun.	4	CS33 + WS19	tbp by the TSP	3	Q1	tbp by the TSP
		Salt Mun.	2					
		Ramtha Mun.	2					
		Mafrq Mun.	2					
		MoLA/PIU	2					
		Total Module 46	12			3		
	Module 47	Full Cost Account (FCA) method in SWM						
		Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
		Irbid JSC	4	CS34 + WS20	tbp by the TSP	3	Q1	tbp by the TSP
		Balqa JSC	4					
		Mafrq JSC	2					
		MoLA/PIU	3					
		Total Module 47	13			3		
	Module 48	Full Cost Account (FCA) method in SWM: application at the beneficiary						
		Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
		Irbid Mun.	4	OJT28	tbp by the TSP	2	Q1	Irbid Mun.
		Salt Mun.	3	OJT29	tbp by the TSP	2		Salt Mun.
		Ramtha Mun.	3	OJT30	tbp by the TSP	2		Ramtha Mun.

		Mafraq Mun.	3	OJT31	tbp by the TSP	2		Mafraq Mun.
		Total Module 48	13			8		
	Module 49	Full Cost Account (FCA) method in SWM: application at the beneficiary						
		Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
		Irbid JSC	4	OJT32	tbp by the TSP	2	Q1	Irbid JSC
		Balqa JSC	4	OJT33	tbp by the TSP	2		Balqa JSC
		Mafraq JSC	4	OJT34	tbp by the TSP	2		Mafraq JSC
		Total Module 49	12			6		
Total	LOT #14	4 Modules	50			20		
LOT #15	Special accounting issues: Fines and incentives associated with vocational licenses							
	Module 50	Fines and incentives associated with vocational licenses						
		Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
		Irbid Mun.	3	CS35 + WS21	tbp by the TSP	1	Q1	tbp by the TSP
		Ramtha Mun.	3					
		Mafraq Mun.	3					
		Salt Mun.	3					
		Total Module 50	12			1		
	Module 51	Managing the accounts and preparing the bank claims						
		Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
		Irbid JSC	3	CS36 + WS22	tbp by the TSP	1	Q1	tbp by the TSP
		Mafraq JSC	3					

			Balqa JSC	3					
			Total Module 51	9			1		
	Total	LOT #15	2 Modules	21			2		
Total	Thematic Category 7	3 LOTs	9 Modules	118			28		

Thematic Category 8		SWM Project's Contract management							
	LOT #16	Contractual obligations, payments, claims, completion handover, monitoring the default liability period, etc.							
		Module 56	Contractual obligations, payments, claims, completion handover, monitoring the default liability period, etc.						
			Beneficiaries concerned	Number of Trainees	Training methods	Trainers	Training days	Period (quarter)	Venue
			MoE	9	CS40	tbp by the TSP	3	Q2	tbp by the TSP
			MoLA/PIU	10					
		Total Module 56		19			3		
	Total	LOT #16	1 Module	19			3		
Total	Thematic Category 8	1 LOT	1 Module	19			3		

2.2 LOT's Training Plan

Each LOT bid on by the Bidder must be detailed at the Training Module level of detail in the *LOT's Training Plan* that must be submitted by the Bidder in its Proposal (cf. Section II, Form TECH-2).

NOTE: Training Module details in the LOT's Training Plan shall be prepared by the Bidder only for those Training Modules to be performed by Trainers assigned by the TSP (not for Training Modules which will be performed by Trainers assigned by the Client).

Training Module details in the *LOT's Training Plan* shall include:

- (1) Brief description of aspects to be developed.
- (2) Brief description of the training practices that the Trainer will use to make teaching more engaging and effective for the trainees, separately for class seminars (CS), workshops (WS), on-the-job training (OJB) and training visit (TV), as applicable. Indicatively:
 - Each CS should be structured in four major sections: (i) Introduction; (ii) Background; (iii) Analysis; and (iv) Conclusion. Beyond lecture handed down ex cathedra, attractive training practices may include (for example) interactivity by discussing assigned questions and issues, visual components and presentations, case study, tell a story, etc.
 - For WS, attractive training practices may include (for example) brainstorm ideas, identify problems, instructive questionnaires, role play, make decisions and develop solutions by getting everyone involved, etc.
 - Each OJB should be structured in four-step process: prepare, present, apply, and inspect.
 - i) Prepare: Explain to the trainees how the training session will take place. Give them an overview of the skills that they'll be learning.
 - ii) Present: Present the information that they need to learn. This could be, for example, in the form of written materials, videos, online learning sessions, or lectures.
 - iii) Apply: Once trainees have received instruction, encourage them to try tasks out on their own, while being supervised by the Trainer.
 - iv) Inspect: At this point the Trainer needs to inspect what trainees have done, and offer feedback on what went right, and what went wrong. For each new skill learned, the Trainer should continue to provide feedback and guidance.
 - In the training visit (TV) method, the Trainer's role will be complementary to that of the host, specifically:
 - to accompany the trainees throughout the training visit;
 - to better explain the various issues to the trainees;
 - to interact with the host's experts when they give their presentations, by asking them questions to further clarify on issues or expand on an issue that will help trainees gain deeper understanding and so on.
- (3) A list of training material to be prepared after the LOT contract is awarded to the TSP. Training material should support the trainees to better understand the aspects to be developed by the Trainer during the training. The proposed training material should be selected from a range of suitable types and formats, depending on the specific nature of each individual Training Module, such as (for example, but not limited to):
 - Printed notes;
 - PowerPoint presentations;
 - Structured / Instructive questionnaires;
 - Manual / Guidelines;

- Case studies;
- Legislation excerpts;
- Other relevant information/hand-outs;
- Reference sources providing further information that help the trainee to learn new skills.

For each training material in the list, a short description of content and format should be included in the *LOT's Training Plan*.

The training material shall be prepared by the TSP after being awarded the LOT contract, will be submitted to the Client for review and approval prior to the commencement of the Training Modules and will be available to all trainees during the training process.

- (4) Proposed dates for performance of the Training Modules included in the LOT.

2.3 Detailed Requirement Analysis per LOT

NOTE: Requirements are specified below only for LOTs to be performed by Trainers assigned by the TSP, not for those to be performed by Trainers assigned by the Client.

2.3.1 LOT 1: SWM Department's Organizational chart; Job Description; Team building; Decision Making

1. LOT's Objective

The needs assessment has showed that the beneficiaries lack an efficient operational organisation; In most of cases, the organizational chart is unclear and confusing; Rules of Procedure clearly defining and describing jobs and responsibilities are not available; Roles and responsibilities associated with MSWM are usually split between different departments or overlap; Communication and coordination between different departments is often problematic, if not absent; Lack of effective leadership and applied management are also identified; Contract-based staff in many cases feel demotivated, despite the regulations issued specifically for this very purpose (to motivate the contract-based staff), which are deemed ineffective.

The detected deficiencies have serious adverse effects on the functioning of organizations such as:

- Making less rational decisions;
- Unmotivated work environment;
- Important human resources remain degraded and underutilized or unused;
- Critical jurisdictional functions, such as regular data collection, processing and maintenance, are poorly performed or not performed at all.

LOT 1 is dedicated to improving the capacity of beneficiaries' staff in organising their SWM-related departments and streamlining their internal operating procedures.

2. LOT's Scope and requirements

LOT 1 shall train 59 trainees from JSCs, municipalities, MoE and MoLA/PIU through class seminars (CS) and workshops (WS) shared in two (2) training modules in Q1 [Module 1 and Module 2] and two (2) training modules in Q2 [Module 3 and Module 4].

Each Module shall be of three (3) days duration and should focus on at least (but not limited to) the following sub-topics:

- Organisational chart of SWM-related Departments; Clear Job Description;
- Align organizational purpose with Team goals; Interfaces between Departments - cooperation to share information and create a common understanding of the overall work/targets on cross-cutting topics;
- Team building; Set clear goals and expectations; Make communication a Priority;
- Decision Making; Improve the professional behaviour among staff of different hierarchy (Heads, supervisors, technicians, workers);
- Utilisation of the regulations in force regarding the motivation of contract-based staff.
- Practice positive examples on using staff strengths to help their team achieve goals.

2.3.2 LOT 2: Municipal SWM: Basic principles, treatment methods, legislation

1. LOT's Objective

The needs assessment showed a lack of homogeneity among the line Agencies (MoE, MoLA, DOS) in terms of knowledge of general and specific waste management aspects, monitoring of quantitative and qualitative indicators and coordination between the competent authorities.

LOT 2 aims to homogenize the line Agencies' staff in the understanding of the basic principles and concepts of municipal solid waste management and the use of the international typology on waste streams, measurement and monitoring methods, etc.

2. LOT's Scope and requirements

LOT 2 shall train 16 trainees from MoE, MoLA/PIU and DOS through a class seminar (CS10) of three (3) days duration in Q1 (Module 10).

The Module should focus on at least (but not limited to) the following sub-topics:

- Municipal SWM fundamentals: typology of waste; waste classifications; waste management chain (collection, transfer, treatment, disposal);
- Municipal SWM Legislation;
- Transfer stations; Technical Specifications in force;
- Treatment methods; Treatment facilities;
- Final disposal; Dumpsites / Engineered Landfills; Technical Specifications in force;
- Management Information System (MIS) operating in MoE; Understanding of waste management information collected; Monitoring indicators used; MoE's MIS interface;

2.3.3 LOT 3: Hazardous SWM

LOT 3 shall train 14 trainees from MoE and MoLA/PIU in one training module in Q2 (Module 11) through a class seminar (CS11) of five (5) days duration.

LOT 3 Training Plan shall be prepared by the Trainer to be provided by the Client (TAT-KEs), not from Bidder.

2.3.4 LOT 4: Environmental Monitoring Indicators, EIA, and Licensing

LOT 4 shall train 33 trainees from MoE, MoLA/PIU, and DOS in two training modules (Modules 13 and 14) in Q1 through two class seminars and workshops (CS13+WS7, CS14+WS8), each of two (2) days duration.

LOT 4 Training Plan shall be prepared by the Trainer to be provided by the Client (TAT-KEs), not from Bidder.

2.3.5 LOT 5: Green Economy / Circular Economy and MSWM

1. LOT's Objective

The needs assessment showed that the line ministries' staff (MoE, MoLA/PIU) need to acquire more knowledge and information about the interfaces between aspects of the circular economy and municipal solid waste management; The Green Growth Action Plan (GGAP) of MoE is narrative rather than clear and sets out long-term planning but no clear short-term planning, which makes it difficult to correlate and link the GGAP objectives with the national MSWM targets set out in the Strategy.

LOT 5 aims to effectively help the line ministries' staff to understand in depth the principles of the circular economy and to correlate and link the GGAP objectives with the Strategy's targets.

2. LOT's Scope and requirements

LOT 5 shall train 14 trainees from MoE and MoLA/PIU in one training module in Q2 (Module 15) through a class seminar (CS15) of two (2) days duration.

The Module should focus on at least (but not limited to) the following sub-topics:

- Principles of Green Economy / Circular Economy;
- Green Growth Action Plan (GGAP) of MoE - correlations and links to targets set out in the national MSWM (Strategy) - Prioritising the MSWM tasks in GGAP in line with the priorities in Strategy / short-, mid- and long-term; financial and economic aspects to achieve the objectives (costing, funding);
- Monitoring the progress of achieving the targets - Coordination of the line ministries in monitoring;
- Reporting.

2.3.6 LOT 6: Landfill construction and operation

1. LOT's Objective

The objective of LOT 6 is to provide the beneficiaries' staff with more general and specific knowledge about landfills, in particular to the following topics recorded in the need assessment: types, main components and systems and the purpose each of them serves; equipment maintenance programme; and best practices on landfill operation.

2. LOT's Scope and requirements

LOT 6 shall train 37 trainees from JSCs, MoE and MoLA/PIU shared in three (3) training modules in Q1 through two class seminars (CS16, CS17) [Module 16 and Module 18] and one train visit abroad (TV1) [Module 17].

Each Module shall be of three (3) days duration and should focus on at least (but not limited to) the following sub-topics:

- Landfill types.
- Lining (mineral, artificial, geomembranes, geocomposites, purpose that each layer serves, instalment details, etc.).
- Main systems, including:
 - Leachate management (collection, piping, storage, treatment, final discharge);
 - Stormwater management (collection, piping, storage, final discharge);

- Landfill gas (LFG) management (collection, extraction, treatment, flaring, energy recovery).
- Main operations, including:
 - Waste layering systems;
 - Daily cover;
 - Compaction;
 - Maintenance programme of equipment (routine, emergency);
- Capping (settlements and stability, temporary – final cap); Rehabilitation/Reuse.

2.3.7 LOT 7: Transfer station construction and operation

1. LOT's Objective

The objective of LOT 7 is to provide the beneficiaries' staff with a good general and specific knowledge about transfer stations (TS), in particular to the following topics recorded in the need assessment: TS types, characteristics and use, suitable type selection criteria, TS site selection criteria, TS site preparation and required facilities, installations, machinery and equipment, best practices on TS operation, according to the relevant findings and results of the needs assessment.

2. LOT's Scope and requirements

LOT 7 shall train 44 trainees from JSCs, municipalities, MoE, and MoLA/PIU through four (4) training modules in Q1 and Q2 including one class seminar (CS18) [Module 21] and three train visits abroad (TV4, TV5, TV6) [Module 22, Module 23 and Module 24].

Each Module shall be of two (2) days duration and should focus on at least (but not limited to) the following sub-topics:

- General (TSs purpose, acceptable waste at TSs).
- Classification/Typology of TSs [Stationary, Stationary without Compaction (Top Loading into Transfer Trailer), Stationary with Hydraulic Compaction System, Stationary Transfer with Combined Systems (hydraulic compaction and direct discharge), Portable TSs, Other TS with Portable Compaction Systems, Self-Compaction Trailers, TS with Baling Presses (Balers); Discharge options (Direct Discharge into the Transfer Trailer, Discharge on a Tipping Floor, Discharge in a Surge Pit)].
- Selection of the suitable TS type.
- Site selection criteria.
- Site preparation, facilities, installations, and systems (Soil stability, Stormwater management, Leachate management, Top Ramps and Retaining Walls, Transfer System Building and Tipping Area, Air conditioning – active venting and odour control, Road network and connections, Firefighting means, Perimetric Greenbelt, E/M installations, Water supply and sewage network, auxiliary buildings and facilities).
- Machinery and equipment (Three -or four- axle trucks, Combination of vehicles, Containers, Loading and unloading equipment for containers, Loading machines, Auxiliary vehicles).
- Operation (establishing the regular Operation programme, Emergency Plan, Fleet organisation).
- Use of digitally operated compaction unit at the TSs.

2.3.8 LOT 8: Vehicles routing programme; OBD system

LOT 8 shall train 51 trainees from MoE, MoLA/PIU, and DOS in two training modules (Modules 28 and 29) in Q1 and Q2 through nine On-the-job courses (OJT1 to OJT9), each of two (2) days duration.

Training Module 28 details shall be prepared by the Trainer to be provided by the Client (TAT-KE), not from Bidder.

Training Module 29 details in LOT 8 Training Plan shall be prepared by the Bidder in accordance with the following requirements:

Training Module 29 in LOT 8 Training Plan: Use of OBD system in vehicle monitoring and testing.

1. Training Module 29 Objective

The objective of Training Module 29 is to provide the beneficiary JSCs' and municipalities' technician staff with good knowledge and skills in using the OBD system for vehicle's self-diagnostic and reporting, including the use of hardware (devices and tools) and software, dashboard signals and notifications and diagnostic trouble codes, which is highly prioritised.

2. Training Module 29 Scope and requirements

Training Module 29 shall train 35 trainees from JSCs and municipalities in Q1 through seven on-the-job training courses (OJT3 through OJT9), each of five (5) days duration.

Training Module 29 should focus on at least (but not limited to) the following sub-topics:

- OBD signal protocols permitted with the OBD interface [OBD diagnostic data, OBD communication protocol according to ISO 15031 (modes/services)].
- Use of tools that plug into the OBD connector to access OBD functions (Hand-held scan, Mobile device-based tools, OBD Software, PC-based scan tools and analysis platforms, Data loggers, Emission testing, Driver's supplementary vehicle instrumentation, vehicle telematics).
- OBD diagnostic trouble codes.
- Standards documents [on OBD, on HD (Heavy Duty) ISO standards].
- Security issues.

2.3.9 LOT 9: Maintenance of municipal SWM equipment (vehicles, bins/containers)

1. LOT's Objective

The objective of LOT 9 is to increase the capacity of the beneficiary municipalities' technician staff in the maintenance of municipal vehicles and waste bins and containers, which is highly prioritised.

2. LOT's Scope and requirements

LOT 9 shall train 20 trainees from four (4) municipalities through four on-the-job training courses (OJT16 through OJT19) in one (1) training module (Module 32) in Q2.

Each OJT shall be of three (3) days duration and should focus on at least (but not limited to) the following sub-topics:

Vehicles

- Classification/Typology of municipal vehicles – purpose that each type serves.

- General information on vehicle maintenance (importance of maintenance service, scope of maintenance, including -but not limited to- vehicle rehabilitation, mechanical repairs, painting, fueling, lubrication, etc.).
- Types of vehicle maintenance (Corrective, Preventive, Predictive, Systematic Preventive, Conditional Preventive); Maintenance Routines by type (daily, weekly, monthly, yearly, as applicable).
- Maintenance programme by type, including -but not limited to- Purchasing, Operator training, Technician training, Scheduled maintenance, Repairs, Consumables, Fleet sizing, Machine disposal).
- Inspect, diagnose and solve problems with vehicles; Practical exercise.
- Tools to be used by technicians to document vehicle maintenance inspections (Maintenance checklists and logbooks).

Waste bins and containers

- Classification/Typology of municipal waste bins and containers – purpose that each type serves.
- Location of waste bins/containers - Creating the “Perfect Spot” - Aesthetical integration of the bins/containers in the area.
- Conditions that must be met to ensure the good operation of waste bins and containers.
- Types of waste bin and container maintenance (Corrective, Preventive, Predictive, etc.); Maintenance Routine by type (daily, weekly, monthly, yearly, as applicable).
- Bin/container condition inspection and assessment.
- Maintenance and repair practical exercise (body, framing and cover washes; spare part installation; framing repairs and surface treatments; lid and inner container inspection and repair; renewal of signs).
- Waste-point surroundings clean-up.
- Tools to be used by technicians to document bin/container maintenance inspections (Maintenance checklists and logbooks).
- Grievance Management.

2.3.10 LOT 10: Complex hydraulic systems and fixing hydraulic pumps; Welding

1. LOT’s Objective

The objective of LOT 10 is to increase the capacity of the beneficiary municipalities’ technician staff in the operation and maintenance of complex hydraulic systems, hydraulic pumps and welding, which is highly prioritised.

2. LOT’s Scope and requirements

LOT 10 shall train 20 trainees from municipalities’ technical staff in one (1) training module (Module 33) in Q2 through four on-the-job training courses (OJT20 through OJT23).

Each OJT shall be of five (5) days duration and should focus on at least (but not limited to) the following sub-topics:

Hydraulic systems

- General on hydraulic system types (Open loop, closed loop); components [Reservoir (tank), Hydraulic pump, valve(s), Drive actuator(s) (motor, cylinder, etc.), Pressure relief valve, filter, Cooler, etc.]; hydraulic fluid (synthetic esters, mineral oils, etc.).
- Purpose and importance of hydraulic system maintenance.

- Most common causes of poor hydraulic performance (e.g., particulate contamination, air and water contamination, clogged filters, high fluid temperature, incorrect hydraulic fluids, poor lubrication, faulty pumps, system breaches etc.).
- Types of hydraulic system maintenance (Corrective, Preventive, Predictive, etc.); Maintenance Routine by type.
- Check and Maintenance practical exercise, also including guidelines and point checklist, to help the technician staff keeping their hydraulic systems in top operational shape and reducing chances of untimely and expensive breakdowns, including -but not limited to:
 - Check fluid levels - Add hydraulic fluid as needed.
 - Inspect breather caps, breather filters, and fill screens.
 - Check filter indicators and/or pressure differential gauges. Replacement of those showing signs of wear or other negative indications.
 - Visually inspecting all system hoses, pipes, pipe connections for leaks, frays, bubbling, or chaffing spots.
 - Checking the system temperature via built-in thermometers or hand-held infrared detectors. Checking fluid quantity, cooler operation, and relief valve settings where temperatures are high.
 - Visually inspecting the inside of the reservoir for signs of aeration (via the fill hole using a flashlight). When air leaks are suspected on the suction line, smothering these points with oil will usually pinpoint the leaks by creating a marked change in pump noise.
 - Listen to pumps for the signs of cavitation. Discern aeration from cavitation (e.g., install a vacuum gauge on the suction side and make sure the pressure is equal to or greater than that prescribed by the pump manufacturer. Recognise sign of aeration if foaming in the reservoir, which is usually the telltale).
 - Inspection of a small sample of fluid for color, debris, and odor.
 - Scan electrically controlled servo valves with an infrared thermometer for sign of possible contamination.
 - Scanning the electric drive motor for housing hot spots and rotor bearing temperatures using an infrared thermometer. Indicate any such finds that should immediately lead the system tagged out and serviced.

Welding

- Processes basics [oxyfuel (oxyacetylene) welding, Arc welding (processes, power supplies), Resistance welding, Energy beam welding, Solid-state welding].
- Geometry of weld joints.
- Quality – Weld quality assurance; heat-affected zone; Lifetime extension with after treatment methods.
- welding in uncontrolled environments such as open air (shielded metal arc welding).
- Safety issues and precautions (personal protective equipment, protect bystanders).
- Practical exercise.

2.3.11 LOT 11: OHS General aspects, standards, legislation, implementation

LOT 11 shall train 38 trainees from Municipalities and JSCs in two training modules (Modules 34 and 35) in Q2 through two classroom seminars and workshops (CS22 + WS11, CS23 + WS12), each of two (2) days duration.

LOT 11 details shall be prepared by the Trainer to be provided by the Client (TAT-KE), not from Bidder.

2.3.12 LOT 12: Dealing with the new procurement Law of 2020

LOT 12 shall train 41 trainees from Municipalities, JSCs, and MoLA/PIU in two training modules (Modules 37 and 38) in Q1 through two classroom seminars (CS24, CS25), each of one (1) day duration.

LOT 12 details shall be prepared by the Trainer to be provided by the Client (TAT-KE), not from Bidder.

2.3.13 LOT 13: Budgeting Works, Services, Supplies (BoQ, Unit prices, incidental)

LOT 13 shall train 47 trainees from MoLA/PIU, MoE, Municipalities, and JSCs in three training modules (Modules 43, 44 and 45) in Q2 through three classroom seminars and workshops (CS30 + WS16, CS31 + WS17, CS32 + WS18), each of two (2) day duration.

LOT 13 details shall be prepared by the Trainer to be provided by the Client (TAT-KE), not from Bidder.

2.3.14 LOT 14: Full Cost Account (FCA) method in SWM

1. LOT's Objective

The objective of LOT 14 is to provide the financial staff of the beneficiary JSCs and municipalities with the knowledge and capacity to apply the FCA in their organisations, which is highly prioritised, including all SWM-associated activities in order to (a) streamline the accounting of SWM finances by introducing calculations that consider the long-term sustainability of the SWM system; and (b) ensure that decision-making is respectively informed.

2. LOT's Scope and requirements

LOT 14 shall train 50 trainees from JSCs and 3 trainees from MoLA/PIU in four (4) training modules in Q1 through a combination of two class seminars accompanied by workshops [Modules 47 and 48] and seven on-the-job training courses (OJT28 through OJT34) [Modules 48 and 49].

CS-WS shall be of three (3) days duration; each OJT shall be of two days duration.

CS-WS should focus on building a good background of theoretical knowledge in at least (but not limited to) the following sub-topics:

- Basics of FCA method [Identification and calculation of depreciation/amortisation of fixed assets; Distinction and calculation of direct/indirect costs, hidden costs, etc.), Distinction of revenue (direct from end users, subsidies, sponsorship, interest, etc.).]
- Exercise of the FCA method in the cycle of SWM-associated activities.

OJTs will help the financial staff of the three JSCs to put the FCA method into practice.

2.3.15 LOT 15: Special accounting issues: Fines and incentives associated with vocational licenses

1. LOT's Objective

The objective of LOT 15 is to provide the financial staff of the beneficiary JSCs and municipalities with the capacity to deal with special accounting issues such as fines and

incentives associated with vocational licenses, preparing the bank claims, etc., which is highly prioritised.

2. LOT's Scope and requirements

LOT 15 shall train 21 trainees from JSCs and municipalities through two class seminars combined with workshops (CS35 + WS21, CS36 + WS22) in two (2) training modules (Module 50, Module 51) in Q1.

Each CS-WS combination shall be of one (1) day duration.

- Module 50 should focus on at least Fines and incentives associated with vocational licenses.
- Module 51 should focus on at least Managing the accounts and preparing the bank claims.

2.3.16 LOT 16: Contractual obligations, payments, claims, completion handover, monitoring the default liability period, etc.

1. LOT's Objective

The objective of LOT 16 is to provide the competent staff of MoE and MoLA/PIU with the capacity to manage contracts concluded between their ministries and contractors for the execution of SWM works, supplies and services, which is highly prioritised.

2. LOT's Scope and requirements

LOT 16 shall train 19 trainees from MoE and MoLA/PIU through a 3-day class seminar (CS40) in Q2 (Module 56).

The seminar should focus on at least (but not limited to) the following sub-topics:

- Contract types overview (at least: Construction; Design-Build; Design-Build-Operation);
- National-funding contracts; International-funding contracts; Relevant national legislative framework; Other applicable provisions,
- Contents, Parts and main clauses; Attachments/Appendices by contract type.
- Standard contract documents by type.
- Project Implementation Partners (e.g., Project Management Team; Contract Management Team; Supervision Engineer; Independent Engineer; Contractor); Clarification of Partners' roles and responsibilities throughout the project implementation cycle.
- Detailed presentation and explanation of the main clauses of contract including (but not limited to): Obligations of the parties; Dates (effective, commencement, etc.); Guarantees (Bid security guarantee, Performance security guarantee, Down payment guarantee); Insurances and liabilities; Payment instalments; Takeover Records; Key performance indicators; Default liability period; Arbitration; etc.
- Claim management; Typical process; Techniques.

The seminar should highlight and make clear to the trainees the similarities and differences of contract management between Works, Supplies and Services.

3. Deliverables by the Training Services Provider

3.1 LOT's Training material

After being awarded LOT contract, the Training Services Provider (TSP) shall prepare the LOT's Training material at the Training Module level of detail in accordance with the Training Plan (cf. ToR §2.2).

The TSP shall submit the Training material to the Client for review and approval prior to the commencement of the Training performance.

The TSP is required to reproduce and make the Training material available to all trainees during the training process.

The Training material must be of high quality in both content and format, in particular:

- (a) Be strictly focused on the topics of the Training Module, clear, coherent, consequential, and easily comprehensible; Unnecessarily, nonsensical and rambling texts should be strictly avoided; Where some general text or commentary is needed for the purpose of supporting better understanding, it should be limited to the extent strictly necessary to serve the purpose.
- (b) Be in a presentable and attractive format, with neat frames, figures, images, diagrams, tables, etc.

3.2 Training Evaluation Report

Upon completion of each Training Module, the TSP shall prepare a Training Evaluation Sheet (TES) and submit it to the Client for review. The TES will present the Trainer's judgment regarding the effectiveness of the training in relation to the needs of the trainees, as well as the Trainer's assessment of the need for further training of the beneficiaries' staff.

The Trainer's TES along with the relevant trainees' TES, which will also be completed and collected upon completion of each Training Module, will be appropriately utilised by the Client to scale up the CBP.

4. Cost Structure of Training Module and LOT

The cost of a LOT is the sum of costs required to deliver the Training Modules included in that LOT.

Each Training Module consists of the following services:

- A. Training Services to be provided by the TSP; and
- B. Other services to be managed by the TSP.

Bidder shall only bid on "Training Services to be provided by the TSP" (A-Services).

The costs for "Other services to be managed by the TSP" (B-Services) are predetermined by the Client.

4.1 Training Services to be provided by the TSP (A-Services)

Training Services to be provided by the TSP for each Training Module include:

- (1) **Trainers**, where specified "to be provided by the TSP". Trainer's cost calculation for a Training Module shall be based on (a) Trainer's rate (euros per training day); and (b) the number of training days assigned to the Training Module. The preparation of the original Training material should be considered included in the Trainer's rate.

- (2) **Training facilities**, where the training method is specified “classroom” (CS), “workshop” (WS), and CS+WS. Training facilities’ cost calculation for a Training Module shall be based on (a) the number of trainees assigned to the Training Module; (b) the number of training days assigned to the Training Module; and (c) the Training facilities’ rate (euros per training day). Training facilities must be fully equipped to ensure high-quality training conditions and environment. Reproduction of training material as well as stationery to be made available to all trainees should be considered included in the Training facilities’ rate.
- (3) **Snack break**, where the training method is specified “classroom” (CS), “workshop” (WS), CS+WS, and “on-the-job” (OBJ). Snack cost calculation for a Training Module shall be based on (a) the number of trainees assigned to the Training Module; (b) the number of training days assigned to the Training Module; and (c) the Snack rate (euros per training day). The Snack must be of high and tested quality.
- (4) **Management** concerns the coordination and management of “B-Services” (“Other services to be managed by the TSP”) and is applied to all Training Modules, regardless of the training method. The management fee for a Training Module should be based on a reasonable percentage of the total amount of the B-Services for that Training Module.

4.2 Other services to be managed by the TSP (B-Services)

Other Services to be provided by the TSP for each Training Module are distinguished into *daily* and *one-off* services.

Daily “B-Services” include:

- (1) Trainees' working day compensation is applied to all Training Modules, regardless of the training method. It is predetermined by the Client (a) for training intra-country (CS, WS, CS+WS, and OBJ) at 40 euros per trainee per training day; and (b) for training abroad (TV) at 150 euros trainee per training day. The amount will only be payable if the trainee's participation in the training module is proven by his/her signature in the training sheet/logbook that must be kept by the TSP.
- (2) Trainees' daily travel costs intra-country is applied to CS, WS, and CS+WS). It is predetermined by the Client at a maximum of 20 euros per trainee per training day. The actual expenditure will be payable only against corresponding receipts, provided that the trainee's participation in the training module is proven by his/her signature in the training sheet/logbook that must be kept by the TSP.
- (3) Trainees' and Trainer's daily accommodation, meals, and local transport abroad (from/to hotel to/from training site) is only applied to TV. It is predetermined by the Client at a maximum of 150 euros per trainee per training day. The actual expenditure will be payable only against corresponding receipts, provided that the trainee's participation in the training module is proven by his/her signature in the training sheet/logbook that must be kept by the TSP.

One-off “B-Services” include Trainees' and Trainer's airfare and travel insurance and is only applied to TV (travel visit abroad). It is predetermined by the Client at a maximum of 850 euros per person. The actual expenditure will be payable only against corresponding receipts that must be kept by the TSP.

All expenditure of “B-Services” will be paid to the trainees through the TSP, provided that expenditure is sufficiently proved in accordance with the above-specified terms.

5. Professional registration, Experience and Quality Requirements

Bidders must submit with their Bid information evidencing their eligibility and ability to successfully perform the Services requested, including professional registration, experience and quality certificates as following:

5.1 Training Service Provider

Training Service Provider must submit the following certificates issued by the competent Jordanian Authorities:

- 1) Valid classification certificate
- 2) Valid careers license
- 3) Valid Quality certificate (ISO 9001 or equivalent. Equivalency to be demonstrated by the Bidder).

5.2 Trainers' profile

For each LOT bid on by the Bidder, the Bidder must demonstrate that it has the Trainer or Trainers who meet the minimum qualification, experience, personality, and character requirements set out below.

5.2.1 Minimum Trainers' Qualification and Experience requirements per LOT

Minimum Trainers' Qualification and Experience requirements per LOT are specified in Table 2 below. Trainers nominated by a Bidder must demonstrate that they meet the minimum Qualification and Experience requirements by submitting CV and supporting documents attached to the CV, including certified copies of degrees/diplomas, valid classification certificate, valid professional license, certificates of good performance, and references of prior professional experience and seniority, issued by competent authorities, contracting authorities, employers, etc. as appropriate depending on the Bidder's professional capacity.

Table 2: Minimum Trainers' Qualification and Experience requirements per LOT

Qualifications	Experience
LOT 1: SWM Department's Organizational chart; Job Description; Team building; Decision Making	
<ul style="list-style-type: none"> – University degree in any of the following fields of science provided they included courses related to business management: Business Administration, Management, Human Resources, Accounting, Business Economics. A post-graduate degree (e.g., MSc, PhD, etc.) obtained in any of the above-specified fields of science is also qualified, regardless of the academic field in which the BSc degree was obtained. – A Post graduate degree (e.g., MSc, PhD, etc.) will be a plus. – Fluent in Arabic and English. 	<p><u>General work experience:</u></p> <p>At least fifteen (15) years of work experience throughout all levels of Management, namely team leading, first-line management, middle management, and top-level management.</p> <p><u>Specific work experience:</u></p> <ul style="list-style-type: none"> – At least eight (8) years of work experience in staff organisation and management, involving organisational chart, job description, team building, workflow and information management, business restructuring/reengineering, decision making processes, to be demonstrated in at least three (3) assignments. – At least five (5) years of specific work experience (specified above) in central or local government businesses in Jordan, to be demonstrated in at least one (1) assignment.

Qualifications	Experience
	<ul style="list-style-type: none"> Teaching experience will be a plus.
LOT 2: Municipal SWM: Fundamentals, treatment methods, legislation	
<ul style="list-style-type: none"> University degree in any of the following fields of engineering science: Civil, Chemical, Environmental. Post graduate degree (e.g., MSc, PhD, etc.) will be a plus. Fluent in Arabic and English. 	<p><u>Specific work experience:</u></p> <ul style="list-style-type: none"> At least ten (10) years of work experience throughout the entire chain of solid waste management, involving planning at any of the planning levels (local, regional, national), collection, transfer, treatment and disposal methods and processes, extensive use of the international SWM typology, data collection from the bottom up, data monitoring indicators, methods and systems, to be demonstrated in at least three (3) assignments. Specific experience (specified above) in central or local government businesses in Jordan will be a plus. Teaching experience will be a plus.
LOT 5: Green Economy / Circular Economy and MSWM	
<ul style="list-style-type: none"> University degree in any of the following fields of science: Civil Eng., Chemical Eng., Environmental Eng., Economics, Law. Post graduate degree (e.g., MSc, PhD, etc.) will be a plus. Fluent English. Arabic will be a plus. 	<p><u>General work experience:</u></p> <p>At least ten (10) years of work experience in the field of environmental planning at any of the planning levels (strategic, national, regional, local).</p> <p><u>Specific experience</u></p> <ul style="list-style-type: none"> At least five (5) years of work experience in Green Economy / Circular Economy fields involving environmental, economic and policy aspects on sustainability, efficiency of resources, recycling and recovery (materials, energy), demonstrated in at least two (2) assignments Knowledge or/and specific experience in Green Growth Action Plan and NSWMP in Jordan will be a plus. Teaching experience will be a plus.
LOT 6: Landfill construction and operation	
<ul style="list-style-type: none"> University degree in any of the following fields of engineering science: Civil, Chemical, Environmental. Post graduate degree (e.g., MSc, PhD, etc.) will be a plus. Fluent in Arabic. English will be a plus. 	<p><u>Specific work experience:</u></p> <ul style="list-style-type: none"> At least ten (10) years of work experience in the Design and/or Supervision of waste landfill projects, including Lining (mineral and artificial barriers, geotextiles, geomembranes, GCL, geocomposites; Leachate management systems (collection, conveyance, treatment and safe discharge); Stormwater management systems (collection, piping, storage, final discharge); Landfill gas (LFG) management systems (collection, extraction, conveyance, treatment, flaring, economic evaluation of energy recovery), automations, landfill operation (waste layering, daily cover, compaction); Capping (settlements and stability, temporary – final cap); Rehabilitation/Reuse, Tests, Aftercare, to be

Qualifications	Experience
	<p>demonstrated in at least two (2) assignments.</p> <ul style="list-style-type: none"> Teaching experience will be a plus.
LOT 7: Transfer station construction and operation	
<ul style="list-style-type: none"> University degree in any of the following fields of engineering science: Civil, Mechanical, Electromechanical, Environmental. Post graduate degree (e.g., MSc, PhD, etc.) will be a plus. Fluent in Arabic. English will be a plus. 	<p><u>Specific work experience:</u></p> <ul style="list-style-type: none"> At least ten (10) years of work experience in the design and/or supervision of various types of waste transfer stations (TS), including selection of the suitable TS type, site selection criteria, site preparation, facilities, installations and systems, Machinery and equipment, operation, digitally operated compaction unit, to be demonstrated in at least two (2) assignments. Teaching experience will be a plus.
LOT 8 / Training Module 29: Use of OBD system	
<ul style="list-style-type: none"> University degree in any of the following fields of engineering science: Mechanical, Electrical, Information Technology (IT); or Diploma from an accredited Technical Training Institute in any of the following fields or similar: Electronics Mechanic, Mechanic Auto Electrical and Electronics, Mechanic Communication Equipment Maintenance, Instrument Mechanic, Information Communication Technology System Maintenance, Computer Hardware and Networking, Automobile Engineering. Fluent in Arabic. English will be a plus. 	<p><u>Specific work experience:</u></p> <ul style="list-style-type: none"> At least five (5) years of continuous work experience in OBD monitors, fuel trim diagnostics, fault codes and P Code composition, scanners, diagnostic connectors and Controller Area Network (CAN), long and short term trim values, signal protocols, tools that plug into the OBD connector to access OBD functions (Hand-held scan, Mobile device-based tools, OBD Software, PC-based scan tools and analysis platforms, Data loggers, Emission testing, Driver's supplementary vehicle instrumentation, vehicle telematics), to be adequately demonstrated. Teaching experience will be a plus.
LOT 9: Maintenance of municipal SWM equipment	
<ul style="list-style-type: none"> University degree in Mechanical engineering. Fluent in Arabic. English will be a plus. 	<p><u>Specific work experience:</u></p> <ul style="list-style-type: none"> At least ten (10) years of continuous work experience in maintenance of equipment similar to municipal equipment which includes vehicles (garbage collection, compression and transportation vehicles, street sweepers also combined with suction function, machines for all season maintenance of the street, street washing, green waste collection, snow removal, grass care, de-icing, maintaining the verges and embankments, mounting systems etc.) and bins/containers, to be adequately demonstrated. Teaching experience will be a plus.
LOT 10: Complex hydraulic systems and fixing hydraulic pumps; Welding	
<ul style="list-style-type: none"> University degree in Mechanical or Electromechanical engineering; or Diploma from an accredited Technical Training Institute in Hydraulic System or similar fields Fluent in Arabic. English will be a plus. 	<p><u>Specific work experience:</u></p> <ul style="list-style-type: none"> At least ten (10) years of continuous work experience in the design and/or operation and maintenance of complex hydraulic system and equipment including reservoir (tank), motors and cylinders, cooler hydraulic pumps, pump filters, valves (directional control valves, pressure control

Qualifications	Experience
	valves, flow control valves, counterbalance valves), to be adequately demonstrated. <ul style="list-style-type: none"> – At least ten (10) years of work experience in welding. – Teaching experience will be a plus.
LOT 14: Full Cost Account (FCA) method in SWM	
<ul style="list-style-type: none"> – University degree in Economics or Finance or Accounting. – A post-graduate degree (e.g., MSc, PhD, etc.) obtained in Economics or Finance or Accounting is also qualified, regardless of the academic field in which the BSc degree was obtained. – CMA, CFA, or CPA will be a plus. – Have excellent interpersonal and communication skills demonstrated. – Post graduate degree (e.g., MSc, PhD, etc.) will be considered a plus. – Fluent in English. Arabic will be a plus. 	<u>General work experience:</u> At least ten (10) years of work experience in microeconomics. <u>Specific work experience:</u> <ul style="list-style-type: none"> – At least five (5) years of work experience in applying FCA method, to be demonstrated in at least 3 assignments. – Specific work experience in solid waste management economics will be a plus. – Teaching experience will be a plus.
LOT 15: Special accounting issues: Fines and incentives associated with vocational licenses	
<ul style="list-style-type: none"> – University degree in any of the following: Economics, Finance, Accounting – CMA, CFA, or CPA will be a plus. – Fluent in Arabic. English will be a plus. 	<u>General work experience:</u> At least ten (10) years of work experience in microeconomics. <u>Specific work experience:</u> <ul style="list-style-type: none"> – At least five (5) years of work experience in municipalities'/JSCs' accounting, to be adequately demonstrated. – Teaching experience will be a plus.
LOT 16: SWM Project's Contract management / Contractual obligations, payments, claims, completion handover, monitoring the default liability period, etc.	
<ul style="list-style-type: none"> – University degree in any of the following fields of science: Engineering, Economics, Law. – Post-graduate degree (e.g., MSc, PhD, etc.) involving CM-related aspects will be a plus. – CM certificate will be a plus. – Fluent in English. Arabic will be a plus. 	<u>Specific work experience:</u> <ul style="list-style-type: none"> – At least ten (10) years of work experience in contract management, including contract creation, administering and managing / overseeing during execution, across a wide range of contract types involving works, supplies and services, to be demonstrated in at least three (3) assignments. – Specific work experience in contract management related to solid waste management works/supplies/services will be a plus. – Teaching experience will be a plus.

5.2.2 Personality and qualities requirements

The personality and qualities that should characterise a good Trainer for a successful audience outreach should combine strong communication and interpersonal skills, fluency, patience, self-confidence, overall attitude, etc.

6. Proposal's Evaluation

Proposal's Evaluation involves (a) the evaluation of the Technical Proposal; and (b) the evaluation of the Financial Proposal.

Trainer's personality and qualities to successfully assume the role of Trainer.

Initially, the technical Proposals will be evaluated on the basis of their responsiveness (cf. Section I / ITB 21) and the ToR. Each responsive Technical Proposal will be given a technical score applying the evaluation system (criteria, sub-criteria, and point system) specified below. A Technical Proposal shall be rejected at this stage if it is evaluated as non-responsive or if it fails to achieve the minimum technical score set out below.

Proposals that are not rejected at the Technical Evaluation stage will undergo a Financial Proposal evaluation.

Proposals will be finally ranked according to their combined technical and financial scores using the weights set out below.

6.1 Technical Proposal Evaluation

6.1.1 Responsiveness

The documents comprising the Technical Proposal (cf. Section I / ITB-15) will be checked for duly submission that is existence, content, validity, issuing and signing -as applicable- in compliance with the formalities and requirements of the RFP.

Any Technical Proposal not accompanied by substantially responsive documents may be rejected by the Client as non-responsive. In the event of minor deviations from the requirements are found (where minor deviations are defined as those that are a matter of form and not substance), the Client shall request in writing the Bidders concerned to supplementary furnish any item needed to fully comply with the requirements. In case the Bidder does not adequately respond to the Client's request, the Proposal shall be rejected by the Client as non-responsive.

6.1.2 Technical Score

Each responsive Technical Proposal will be given a technical score applying the evaluation system (criteria, sub-criteria, and point system) specified below.

Criteria	Weight
1. Training Plan	30%
2. Trainer's CV	40%
3. Trainer's Interview	30%
Total Weight	100%

The minimum Points required to pass is: **80**.

The Points to be assigned to a technical Proposal per criterion can be increased up to a maximum of 20% in the following cases:

- (a) Points for Criterion 1 can be increased up to a maximum of 20% when the proposed Training Plan brings an **added value** to the TORs, for example, it provides for aspects to be developed at

Training Module level of detail that are not included in the ToRs or that significantly improve the provisions of the ToRs; Likewise for training practices and Training material.

- (b) Points for Criterion 2 may be increased by up to 20% when Trainer's qualifications and experience significantly **exceed the minimum requirements** set out in the ToRs.
- (c) Points for Criterion 3 may be increased by up to 20% when Bidder combines outstanding qualities in all relevant sub-criteria (see Evaluation of criterion N°3 below).

In any case, the technical score of a technical Proposal (St) will be expressed on a scale of 100 using the following formula:

$$St = \frac{Pt}{P_{max}} \times 100, \text{ in which:}$$

- **Pt** is the number of points assigned to the technical Proposal under consideration; and
- **Pmax** is the maximum number of points assigned to a technical Proposal.

For example:

- If a technical Proposal is assigned 100 points (Pt) (because it met the minimum requirements set out in ToR) and the maximum number of points assigned to a technical Proposal is 120, the score of the technical Proposal under consideration shall be $St = (100 \div 120) \times 100 = 83.33$, while for the technical Proposal assigned with 120 points (Pt) the score will be $St = (120 \div 120) \times 100 = 100$.

The number of points to be assigned for each criterion shall be determined considering the following sub-criteria and relevant percentage weights:

Evaluation of criterion N°1:	
The number of points to be assigned for this criterion shall be determined considering the following four sub-criteria and relevant percentage weights:	
1. Description of aspects to be developed for LOT at Training Module level of detail. The description achieves the level of detail required (Training Module) and demonstrates (a) a good understanding of the objectives, Scope and requirements of the Services required for LOT, (b) Bidder's expertise on the LOT's topics, and (c) Bidder's organizational and methodological skills to deliver the Services.	35%
2. Description of training practices that the Trainer will use to make teaching more engaging and effective for trainees. The description achieves the level of detail required (class seminar, workshop, on-the-job training, training visit) and demonstrates Bidder's familiarity with the training practices used in various training methods.	20%
3. Training material that the Trainer will prepare after assignment. The description achieves the level of detail required (Training Module), a short description of content and format is provided per material, and adequacy of material to meet the needs per Training Module is demonstrated.	35%
4. LOT Implementation Schedule The proposed Schedule achieves the level of detail required (Training Module), is in line with the Quarter in which the LOT is planned to be implemented and is reliable.	10%
Evaluation of criterion N°2:	
The number of points to be assigned for this criterion shall be determined considering the following	

two sub-criteria and relevant percentage weights:	
1. Qualification requirements. The proposed Trainer meets all the minimum Qualification requirements and, in addition, all the pluses; supporting documents are attached to the CV as per ToR and demonstrate all qualifications declared.	30%
2. Experience requirements The proposed Trainer meets all the minimum Experience requirements and, in addition, all the pluses; supporting documents are attached to the CV and demonstrate all experiences declared in the CV.	70%
Evaluation of criterion N°3:	
The number of points to be assigned for this criterion shall be determined considering the following five sub-criteria and relevant percentage weights:	
1. Strong communication and interpersonal skills	25%
2. Fluency	25%
3. Systematic, methodical	15%
4. Self-confidence	20%
5. Overall attitude	15%

6.2 Financial Proposal Evaluation

The lowest evaluated financial Proposal (Fm) is given the maximum financial score (Sf) of 100.

The formula for determining the financial scores (Sf) of all other Proposals is calculated as following:

$Sf = 100 \times Fm/F$, in which "Sf" is the financial score, "Fm" is the lowest price, and "F" the price of the Proposal under consideration.

6.3 Combined Evaluation

The weights given to the technical (T) and financial (F) Proposals are:

T = 70

and

F = 30.

Proposals are ranked according to their combined technical (St) and financial (Sf) scores using the weights (T the weight given to the technical Proposal; F = the weight given to the financial Proposal; T + F = 1) as following: $S = St \times T\% + Sf \times F\%$.

7. Coordination, Facilities, Time Plan

7.1 Coordination

Responsible for the overall management of SOWP implementation is the Client Management Team consisting of the Project Implementation Unit (PIU) and the Technical Assistance Team (TAT) that supports the PIU, both established and operating in MoLA.

The Client shall designate its counterpart person (the Client's Coordinator) who will be in charge for the coordination of the Training Services Providers under the Contracts, for receiving and approving

invoices for payment, and for acceptance of the Training Services Providers' deliverables by the Client.

The Training Services Providers shall liaise with beneficiaries through the Client's Coordinator on all matters related to the execution of the Services under the Contracts.

7.2 Time Plan

Training Services per LOT shall be delivered on fixed dates and times in accordance with the LOT Training Plan as finalised and agreed in the negotiation stage (cf. Section I / ITB 28) and attached as an integral part of the Contract.

The Training Services Provider of a LOT must immediately notify the Client in writing of any limitations and obstacles that may arise before or during the performance of the Services and critically affect the schedule.

PART 2: CONDITIONS OF CONTRACT AND CONTRACT FORMS

SECTION IV - STANDARD CONTRACT

THIS CONTRACT ("Contract") is entered into this *[insert starting date of the Services]*, by and between the Ministry of Local Administration of the Hashemite Kingdom of Jordan ("the Client") having its principal place of business at *[insert Client's address]*, and *[insert Contractor's name]* ("the Contractor") having its principal office located at *[insert Contractor's address]*; Telephone: _____, Email: _____.

BACKGROUND

The Agence Française de Développement (the "AFD") and the Ministry of Local Administration of the Hashemite Kingdom of Jordan have signed a Financing Agreement for *[insert name of project]* (the "Project").

The Client requires the Contractor to perform the Services described in Annex A as part of the implementation of the Project.

WHEREAS, the Client wishes to have the Contractor performing the Services hereinafter referred to, and

WHEREAS, the Contractor is willing to perform these Services,

NOW THEREFORE THE PARTIES hereby agree as follows:

- 1. Services**
 - (i) The Contractor shall perform the Services and submit the reports specified in Annex A, "Terms of Reference and Scope of Services," which is made an integral part of this Contract ("the Services").
 - (ii) The Contractor shall mobilize the expertise and shall use the methodology specified in Annex B "Technical Proposal".
- 2. Contract Period**

The Contractor shall perform the Services during the period commencing *[insert start date]* and ending on *[insert completion date]* or any other period as may be subsequently agreed by the parties in writing.
- 3. Payment**
 - A. Ceiling

For Services rendered pursuant to Annex A, the Client shall pay the Contractor an amount not to exceed a ceiling of *[insert ceiling amount]*. This amount has been established based on the understanding that it includes all of the Services costs and profits as well as any tax obligation that may be imposed on the Contractor.
 - B. Payment modalities

The payment schedule and conditions are specified in Annex C.

Payments shall be made no later than 30 days following submission of

original invoices in duplicate to the Coordinator designated in article 4 on the following bank account:

Bank account number:

Bank account's name:

**4. Contract
Administration**

A. Coordinator

The Client designates Mr./Ms. *[insert name]* as Client's Coordinator; The Coordinator shall be responsible for the coordination of the Services under the Contract, for receiving and approving invoices for payment, and for acceptance of the deliverables by the Client.

B. Reports

The reports listed in Annex A "Terms of Reference" shall be submitted as part of the Services and will constitute the basis for payments to be made under article 3.

**5. Performance
Standard**

The Contractor undertakes to perform the Services in compliance with the highest ethical and professional standards.

6. Confidentiality

The Contractor shall not, during the term of this Contract and within two years after its expiration, disclose any proprietary or confidential information relating to the Services, this Contract or the Client's business or operations without the prior written consent of the Client.

**7. Ownership of
Material**

Any training material, report or other output such as drawings, software or else, prepared by the Contractor for the Client under the Contract shall belong to and remain the property of the Client. The Contractor may retain a copy of such documents and software.

8. Insurance

The Contractor will be responsible for subscribing to an appropriate insurance coverage.

9. Assignment

The Contractor shall not assign this Contract or subcontract any portion of it.

**10. Law Governing
Contract and
Language**

The Contract shall be governed by the laws of Jordan, and the language of the Contract shall be the English language.

11. Termination

The contract may be terminated by the Client if the Contractor fails to perform the Services or fails to submit satisfactory reports as specified in Annex A. The termination shall be preceded by a 30 days' notice.

**12. Dispute
Resolution**

Any dispute, controversy or claim arising out of or relating to this Contract or the breach, termination or invalidity thereof, shall be settled by arbitration in accordance with the UNCITRAL Arbitration Rules as at present in force.

**13. Declaration of
Integrity**

The Contractor commits to comply with the requirements specified in the Declaration of Eligibility and Social and Environmental Responsibility, a signed copy of which is attached as Annex D.

**14. Contractor's
Status**

If the Contractor has the status of an independent consultant (natural person), the Contractor shall not be deemed to be an employee of the

Government of Jordan or an employee of the Client by virtue of the Contract. The Contractor shall have no right to payments, allowances, compensation, pension or reimbursements of any kind, except as explicitly specified in the Contract.

FOR THE CLIENT

FOR THE CONTRACTOR

Signed by _____

Signed by _____

Title: _____

Title: _____

III – APPENDICES TO CONTRACT

ANNEX A - Terms of Reference

1. Background and justification of the Services;
2. Objectives and Scope of the Services;
3. Deliverables by the Trainer
4. Pricing of LOTs
5. Trainer's required profile;
6. Technical Evaluation Criteria
7. Coordination, Facilities, Time Plan.

ANNEX B –Technical Proposal

[Insert here the Bidder's methodology and CV(s).]

ANNEX C - Payment Schedule and Modalities

The Contract is a lump-sum contract.

[The Financial Bid Table shall only include the LOT(s) bid on by the Bidder in its Proposal.]

Financial Bid table resulting from negotiation in accordance with Section I / ITB 28

LOT(s)	Training Modules	Daily Training Cost ¹	Training duration ²	Total Training Price ³	One-time Cost ⁴	Total Price ⁵
		EUR	DAYS	EUR	EUR	EUR
(1)	(2)	(3)	(4)	(5) = (2) x (3)	(6)	(7) = (5) + (6)
1	1		3			
	2		3			
	3		3			
	4		3			
Total LOT #1			12			
2	10		3			
Total LOT #2			3			
3	11		5			
Total LOT #3			5			
4	13		2			
	14		2			
Total LOT #4			4			

..... (to be completed as appropriate)

Payment schedule per LOT:

- Thirty per cent (30%) of the Total Price of the LOT will be paid upon approval of the Training Material of the LOT concerned.
- The balance seventy per cent (70%) of the Total Price of the LOT will be paid in instalments according to the following formula:

P = X ÷ Z, where:

- P** is the Instalment payable upon submission of the Trainer's Evaluation Report of a Training Module included in the LOT;
- X** is the balance seventy per cent (70%) of the Total Price of the LOT;
- Z** is the number of Training Modules included in the LOT.

Tax obligations

[Any tax obligations of the Trainer in Jordan should be indicated explicitly.]

ANNEX D – Form of Performance Security

Demand Guarantee

[Pursuant to Section I / ITB 29]

[Guarantor letterhead or SWIFT identifier code]

Beneficiary: The Minister of Local Administration of Jordan in addition to His job

Date: _____ [insert date of issue]

PERFORMANCE GUARANTEE No.: _____ [insert guarantee reference number]

Guarantor: _____
[insert name and address of place of issue, unless indicated in the letterhead]

We have been informed that _____ [insert name of Contractor, which in the case of a joint venture shall be the name of the joint venture] (hereinafter called "**the Contractor**") has entered into Contract No. _____ [insert reference number of the Contract] dated _____ with the Beneficiary, for the execution of _____ [insert name of contract and brief description of Services] (hereinafter called "**the Contract**").

Furthermore, we understand that, according to the conditions of the Contract, a Performance Security is required.

At the request of the Contractor, we as Guarantor, hereby irrevocably undertake to pay the Beneficiary any sum or sums not exceeding in total an amount of _____ [insert the amount in figures and letters]⁴, such sum being payable in the types and proportions of currencies in which the Contract Price is payable, upon receipt by us of the Beneficiary's complying demand supported by the Beneficiary's statement, whether in the demand itself or in a separate signed document accompanying or identifying the demand, stating that the Contractor is in breach of its obligation(s) under the Contract, without the Beneficiary needing to prove or to show grounds for your demand or the sum specified therein.

The demand shall be addressed to _____ BANK, Office _____, address _____ either through SWIFT notification at SWIFT Code or registered mail _____.

This guarantee shall expire, no later than the _____ day of _____ 2023⁵, or any other date as may be subsequently agreed by the parties in writing, and any demand for payment under it must be received by us at this office indicated above on or before that date.

This guarantee is subject to the Uniform Rules for Demand Guarantees (URDG) 2010 Revision, ICC Publication No. 758, except that the supporting statement under Article 15(a) is hereby excluded.

[signature(s)]

[Note: All italicized text (including footnotes) is for use in preparing this form and shall be deleted from the final product.]

⁴ The Guarantor shall insert an amount representing the percentage stated in the Contract Data of the Accepted Contract Amount specified in the Letter of Acceptance, less provisional sums, if any, and denominated either in the currency(ies) of the Contract or a freely convertible currency acceptable to the Beneficiary.

⁵ Insert the date twenty-eight days after the expected Contract Expiration Date as described in the Contract Clause 2. In the event of an extension of this date for completion of the Contract, the Contractor would need to request an extension of this guarantee from the Guarantor. Such request must be in writing and must be made prior to the expiration date established in the guarantee.

