1. BACKGROUND

Amman, the capital of the Hashemite Kingdom of Jordan, is a rapidly growing city with an estimated population of circa 6 million, around 60 per cent of the country’s total population. The population continues to grow due to a large influx of refugees from Syria and other neighbouring countries, expected to continue in the coming years. As a host of over half of country’s population, Amman plays a particularly significant economic and financial role within the country. Amman is also a popular tourist destination in the region, especially during the summer vacations, which can cause additional strain on the city’s infrastructure.

Municipal service sectors are most affected by the refugee crisis as the original infrastructure was designed for a lower population. Despite significant efforts from the international community to address the basic needs of the Syrian refugees living currently in Jordan (both in camps and cities), the host communities continue to experience difficulties. On a community level, key points of tension revolve around solid waste management (SWM), provision of water services and healthcare. Many factors contributing to the strain on resources and services in host communities pre-date the Syrian crisis, but are now exacerbated by the increasing refugee population.

The solid waste management sector suffers increased demand due to the additional population and waste generated. Water, soil, and air pollution have increased due to the increased volume of waste, inadequate collection and disposal capacities, illegal dumping and inappropriate disposal and burning of solid waste.

As a first step towards improving the solid waste sector in Amman, the Greater Amman Municipality (“GAM” or the “City”) and the European Bank for Reconstruction and Development (the “EBRD” or the “Bank”) signed a project in May 2015 for USD 18 million to finance gas management and utilisation measures on Amman’s main landfill site. As a follow on project and as part of the overall refugee crisis response, the Bank signed the GAM Solid Waste Crisis Response Project with GAM in two tranches as follows (the “Project”):

- Tranche I, consisting of JOD 40 million, was committed at signing and used to refinance GAM’s existing debt to release funds for a comprehensive solid waste crisis response programme. Tranche 1 was co-financed by a GBP 5 million investment grant, provided by UK’s Department for International Development (“DFID”), for urgently needed solid waste investments.
- Tranche II, consisting of up to EUR 50 million loan from EBRD, remains uncommitted and will finance a series of investments aimed at addressing the City’s urgent solid waste needs. Tranche II components are expected to be co-financed by
capex grants of up to 50 per cent, provided by international donor(s) and the Bank through its Shareholder Special Fund (“SSF”).

Following the signing of the Project in November 2016, the first component under Tranche II was committed in May 2017, for the construction of the fifth cell at Al-Ghabawi Landfill. The total cost is JOD 7 million. This component benefits from a separate consultancy assignment (TCRS project ID 9132) for construction supervision and implementation support.

There are a number of other consultancy services assignments ongoing within GAM for EBRD financed projects, including: procurement and implementation support of DFID funded components under Tranche 1 of the Project; Environmental and Social (E&S) implementation support for GAM to carry out the Environmental and Social Action Plan (ESAP); and Corporate Governance assistance to GAM in relation to the solid waste sector. The Consultant should work in parallel to these other assignments, avoid duplication, and collaborate and ensure synergies with the E&S implementation support consultant (their contact details to be provided to the winning bidder) on the issues of stakeholder engagement/participation and awareness raising. As part of the current ESAP activities, GAM is planning to have a Community Liaison Officer assigned that will be overseeing Stakeholder Engagement Plan (SEP) implementation.

2. CURRENT ASSIGNMENT OBJECTIVE

This consultancy services assignment will support the EBRD project GAM Solid Waste Crisis Response in achieving its systemic impact by promoting sustainable solid waste management practices among end-users, including directly affected communities and refugees, to alleviate the strain on public services and resources caused by the refugee crisis. The first objective (i.e. expected outcome) of the assignment is to build capacity of the Client and civil society groups and organisations to engage meaningfully and promote positive behavioural change among end-users in relation to their attitudes towards sustainable solid waste management practices; the second objective is to engage with and communicate to the project affected people and citizens of Amman, the details of the investments, how they will be impacted and the benefits (the “Assignment”). The geographic scope of the Assignment will be the Greater Amman Municipality.

The Assignment will consist of stakeholder participation and awareness raising activities on responsible solid waste management practices as well as the EBRD investments and E&S benefits of the associated GAM’s SWM activities (such as, for example, environmental and health benefits, employment opportunities, etc.). It is expected that upon completion of the Assignment, the Client, consumers and local affected communities will have established effective channels for communication and collaboration on issues of solid waste management and taken meaningful collaborative actions to raise awareness of these and adoption of positive behaviours by end-users.

The Assignment is in line with the scope of the EBRD Civil Society Capacity Enhancement Framework and with the strategic priorities identified in the EBRD Jordan Country Assessment in relation to the support to investments in solid waste management. Also in line with international best practices on civil society engagement, the EBRD recognises that community representatives and grass root level organisations can bridge the dialogue gap.
between institutions and end users and contribute in building civil society’s support to investments. The final beneficiary of any products produced during this assignment will be the Greater Amman Municipality.

Gender issues will be mainstreamed in the Assignment as women and girls play a central role in enhancing responsible solid waste management practices (including reduction, reuse, recycling, prevention, recovery and disposal).

To support GAM’s commitments on climate resilience, exemplified among others through its participation in “100 Resilient Cities” and its related action plan, which includes objectives on solid waste management\(^1\), this assignment will also mainstream climate change. This will be applied in line with the relevant Sustainable Development Goals (SDGs), such as SDG 13 on climate action, and the related indicators for Sustainable Development Investments (SDIs) mapped under the APG and PGGM\(^2\) taxonomy.

3. **SCOPE OF SERVICES**

3.1 **Inception Phase**

The Consultant, in close cooperation with the Greater Amman Municipality, will prepare an Inception Report which will present the following:

- **a) Assessment of the Client’s public engagement, awareness raising and communication capacity**

The Consultant will review the current practices and policy requirements of public engagement, customer relations’ management and overall communication of the Client, with the objective to update or create an Awareness Raising and Communication Strategy for the Client. The Consultant will assess the Client’s capacity to engage with affected communities, civil society groups and organisations, inform end-users about investment projects and raise awareness on responsible solid waste management practice. The assessment will engage relevant departments of GAM, as determined by the Consultant and the Client. The assessment will also outline the process for updating/creating the Strategy and for developing a related Action Plan to implement the Strategy. As determined by the Operations Leader, this should be carried out in close cooperation with external project teams, especially the E&S consultant, supporting the Client through other TC Assignments linked to GAM investments by EBRD. The Consultant will also review the project Stakeholder Engagement Plan (SEP) and integrate respective activities into the holistic Communication Strategy.

The following elements *inter alia* should be covered by the assessment:

- Assess current communication channels and processes between the Client, end-users and civil society groups and organisations, including customer service provision, and GAM’s ongoing cooperation on relevant issues with other donors.

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\(^{1}\) See: http://www.100resilientcities.org/strategies/amman/

\(^{2}\) The taxonomy prepared by these two Dutch pension fund services is available here: https://www.apg.nl/pdfs/SDI%20Taxonomies%20website.pdf
- Assess communication training capacity of GAM staff, identify training needs of relevant staff at GAM with the aim to suggest areas of improvement and innovation for training curricula.
- Assess the use of impact level indicators for GAM on public engagement and awareness raising related to solid waste management tools. This should be carried out in close cooperation with the E&S consultants supporting GAM to carry out the ESAP and the Corporate Governance assignments.
- Assess current integration of information communication technology (ICT) in the Client’s communication and public engagement activities and identify gaps in staff knowledge and skills for using relevant tools and systems needed to improve communication with end-users.

b) Stakeholder mapping & information needs

The Consultant will identify relevant stakeholders and explore the information needs for awareness raising on issues of solid waste management. The information collected during the inception phase will inform the awareness raising campaign to be piloted during the implementation phase. The consultant should explore information needs related to *inter alia*:

- The environmental, technical and economic need for responsible solid waste management, including overall application of the Waste Hierarchy – prevention, re-use, recycling, recovery, disposal.
- The level of awareness and understanding among project affected people and other end-users of investments in Amman’s solid waste sector.
- Cost recovery: an explanation of how solid waste tariffs are linked to quality of service and how they are used to promote responsible management and an explanation of the real cost of solid waste services.
- Health aspects: examples of good and bad hygienic practice and increased local understanding of the dangers of relevant diseases and anti-microbial resistance (AMR).
- Participatory mechanisms: explanation of how each user has individual responsibility for responsible practices, and the benefits for households arising from these practices.
- Refugee response: how to create capacity and integrate refugee communities in solid waste management and provision of healthcare.

The Consultant in close cooperation with the Client will also assess capacity building and information needs of civil society stakeholders and broader consumer base of solid waste services. Based on the needs assessment, the Consultant will conduct outreach and deliver capacity building services for civil society groups involved in awareness raising activities on solid waste management, sanitation, hygiene and related public health issues.

The consultant will discuss and agree the approach of each of the tasks listed above with the Operations Leader and the Client. Based on the inception report, the Consultant may recommend changes to the scope and timeline of the implementation phase.

3.2 Implementation phase

a) Update/create the Client’s Awareness Raising and Communication Strategy (the “Strategy”), and develop a related action plan for the implementation of the Strategy
The Consultant will outline in agreement with GAM the deliverables of the Strategy, which could include *inter alia* a 2018 annual communications action plan and a master plan until 2025 to ensure that short-term objectives are framed in a roadmap for public engagement thus enhancing the sustainability of the Assignment. This should be closely coordinated with other efforts of a similar nature in the sector, if any. Based on the Consultant’s findings and the Client’s input, the Strategy will also outline awareness raising products and activities that can be implemented by the Client. These could include *inter alia* the following products to promote sustainable solid waste management: a media competition to award effective messaging and engage young people, municipal or regional level conferences and workshops, targeted outreach to refugee populations, social media campaigning and innovative approaches to awareness raising.

The strategic approach will be developed in collaboration with the Client. For the development of the strategy the Consultant will seek a participatory approach from relevant GAM departments and as well external stakeholders including donors and civil society representatives, where relevant. The Consultant will mainstream issues such as refugee integration, gender, youth, age and urban-rural divide in the strategy to ensure that all relevant inclusion aspects are addressed in the Strategy.

b) Pilot implementation of the Awareness Raising and Communication Strategy in Amman

The Consultant, in line with the new Strategy, will pilot relevant awareness raising products in the Greater Amman Municipality and implement an information campaign to raise awareness of sustainable solid waste management practice. The awareness raising products may include publications, a radio or TV advertisement, a mobile application, an online training module and/or other relevant and culturally appropriate products. Informed by the Inception Report and his/her experience in the field, the Consultant will propose the appropriate topics and target audience for the campaign in a Campaign Planning report to be approved to the Client and/or the Operations Leader.

Before starting the awareness raising campaign, the Consultant shall, in consultation with GAM, local civil society organisations (CSOs) and any other contacts he/she may consider competent, verify and, if necessary, complement the list of stakeholders and information needs developed during the inception phase. It should be borne in mind that not all groups of the population may have the same information needs and that the target audiences will have to be defined by the Consultant addressing all population groups.

Throughout the information campaign, the Consultant will conduct a series of activities, as per agreement with GAM, in collaboration with local civil society organisations, social enterprises and other civil society groups as relevant. Activities might include *inter alia* awareness raising sessions in schools, local health centres and other local communities centres; and capacity building of target groups, agriculture cooperatives, environmental and other civil society groups and organisations, women’s groups and youth movements. Pending the findings of the needs assessment of GAM, the activities might also aim at building the capacity of a unit for community participation in the newly created decentralised systems for solid waste management.
The Consultant will develop a method to measure the impact and success of the awareness. Based on the intermediate results to be delivered in the Year One Progress Report, the campaign shall be adjusted if necessary.

c) Capacity building of civil society organisations (CSOs) & social enterprises

Informed by the needs assessment conducted during the inception phase, the Consultant will identify a relevant number of CSOs and social enterprises to receive capacity building services to enhance their engagement in awareness raising of sustainable solid waste management practices. The Consultant will be responsible for delivering technical assistance to the selected participants through a training and/or mentoring programme aimed at improving their awareness raising, outreach and communications strategies. The format and the approach of the training and/or mentoring programme and the number of beneficiaries will be determined by the Consultant in close collaboration and with approval from the Operations Leader and/or the Client.

The capacity building initiative of the Assignment will go beyond the training service to support selected participants to conduct awareness raising activities. The Consultant will adopt a mentorship and participatory role to guide a small number of CSOs and social enterprises in implementing effective methods of outreach and awareness raising. The Consultant may also support the selected participants financially by covering costs of material production and operations linked to awareness raising activities.

c) Creation of a User Group

The Consultant will lead the creation of a User Group on issues related to solid waste management, which will provide a platform for stakeholders to discuss issues related to solid waste management in Amman and promote participation of stakeholders in decision-making processes related to the solid waste sector. The User Group will also share and review best practice of solid waste management, and will promote awareness raising activities by members. The Consultant will create the framework for the Group and also conduct outreach to grow and consolidate membership. The role of the group will be developed in consultation with the Client, local communities, civil society groups, representatives of refugee communities and other stakeholders as relevant. The Consultant shall strongly encourage an equitable representation of all population groups (in particular refugees, young people and women) in the User Group.

The main tasks of the User Group will be defined by the Consultant in close cooperation with the Client. They will comprise of inter alia:

- Engaging local communities and groups in Amman, including project affected people, refugees, young people and women and environmental organisations in decision making processes related to solid waste management.
- Gathering concerns and complaints of their area’s private household clients and ensure that they are forwarded to GAM (e.g. quality of service, affordability of tariffs, impact on livestock). It will need to be assured this activity supports the functionality and sustainability of the grievance mechanism as outlined in the SEP.
- Representing civil society and local end-users in consultation processes carried out by GAM and the local authorities on issues related to solid waste management.
• Assist GAM with the dissemination of information, in particular in relation to investments in the solid waste sector.

The Consultant shall select an approach, which will ensure that the dialogue continues after the termination of this mandate. This will certainly include identification and training of the stakeholder(s) taking over the tasks initially carried out by the Consultant, such as facilitation of meetings.

4. IMPLEMENTATION ARRANGEMENTS AND DELIVERABLES

The Assignment will have a total budget of EUR 500,000 and will last 24 months starting from 01 March 2020.

The EBRD Civil Society Engagement Unit (CSEU) is the administrator of the assignment. The Consultant will report and consult throughout the assignments with the Operations Leader within CSEU. This includes a first kick-off meeting (in person or through conference calls) at the beginning of the Assignment, with the involvement of the Operations Leader and relevant project team members, including EBRD environmental and social advisers. The Consultant will be required to follow clear communication lines with the Client as indicated by EBRD. The EBRD Operation Leaders Marie-Josephin Asmus (AsmusM@ebrd.com) and EBRD’s Principal Banker, Omar Khader (KhaderO@ebrd.com) should be copied on all communications between the Consultant and the Client. Deviation from the tasks agreed in the inception report should receive prior approval by the CSEU. The EBRD will conduct at least two monitoring visits throughout the duration of the technical cooperation project.

The consultants will be required to develop and implement the assignment, as per agreement with the GAM and – when appropriate – inform and coordinate with relevant Jordanian authorities working on solid waste management, among others the Ministry of Health, the Ministry of Environment and the Ministry of Water and Irrigation as necessary. The consultants will also seek to involve in training activities – as relevant – experts from the relevant organisations. For public awareness and capacity building activities the Consultant in agreement with GAM will seek the involvement of the Ministry of Education. In case of subcontracting of activities related to the awareness raising assignment, the Consultant will take care of applicable administrative procedures as set by Jordanian law.

The Consultant should collaborate and ensure synergies with the E&S implementation support consultant and the GCAP consultant on the issues of stakeholder engagement / participation and awareness raising.

Timetable and Deliverables

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>Inception Report</td>
<td>Within three months from contract signature</td>
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<tr>
<td>Awareness Raising and Communication Strategy</td>
<td>Within four months from contract signature</td>
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<tr>
<td>Campaign planning report</td>
<td>Within five months from contract signature</td>
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<tr>
<td>Awareness raising products</td>
<td>Within seven months from contract signature</td>
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<tr>
<td>Report on awareness raising campaign</td>
<td>Within eleven months from contract signature</td>
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<td>Deliverable</td>
<td>Due Date</td>
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<tr>
<td>One year progress report</td>
<td>Within twelve months from contract signature</td>
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<tr>
<td>Report on CSO capacity building activities</td>
<td>Within fifteen months from contract signature</td>
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<tr>
<td>Report on User Group activities</td>
<td>Within eighteen months from contract signature</td>
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<tr>
<td>Final report summarising the assignment</td>
<td>Within twenty two months from contract signature</td>
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All deliverables should be copied to the client for notes and comments.

**Donor Visibility**

Given the assignment is funded through the EBRD’s donor funded technical cooperation programme, the Consultant will be required to support the client to ensure visibility of these resources. Support on these visibility aspects can be obtained from the Bank’s Communications Department. Measures could include but not be limited to:

- All documents produced by the Consultant should mention donor support and bear the logo of the donor, when appropriate.
- Donor support to the project should be acknowledged in any public communication (press releases, launch of facilities)
- Local representatives of donors should be invited to any public event organised to promote the project (press conferences, inaugurations, possibly stakeholder participation programmes)