

“The ReWaste project is implemented within the framework of the Interreg VI-A IPA Programme ‘Greece – North Macedonia 2021–2027’ and is co-funded by the European Union at 80% and by national funds at 20%.”

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1. BACKGROUND INFORMATION

1.1. Partner country

North Macedonia
Greece

1.2. Contracting authority

Center for Understanding and Institutional Cooperation, CUIIC

1.3. Country background

The REWASTE project is implemented within the framework of cross-border cooperation between Greece and North Macedonia under the Interreg VI-A IPA Programme ‘Greece – North Macedonia 2021–2027’. Both countries face shared environmental challenges related to waste management, resource efficiency, and the transition toward circular economy models.

North Macedonia continues to align its environmental legislation and institutional practices with European Union standards, including those related to waste management, recycling, and environmental awareness. Local authorities play a key role in implementing national strategies but often face constraints in terms of technical capacity, infrastructure, and public awareness.

Greece, as an EU Member State, has an established legislative and policy framework for waste management and circular economy but continues to address challenges related to implementation at local and regional levels. Cross-border cooperation provides an opportunity to exchange practices, strengthen institutional capacity, and promote harmonised approaches to environmental protection and sustainable development.

The REWASTE project contributes to these objectives by supporting knowledge transfer, awareness-raising, and the development of practical tools that facilitate improved waste management and circular economy practices across the cross-border area.

1.4. Current situation in the sector

The waste management and circular economy sector in the cross-border area between Greece and North Macedonia is characterised by increasing policy alignment with EU directives, but with varying levels of institutional uptake, coordination, and long-term sustainability at local and regional level.

Both countries have adopted national strategies and legislative frameworks promoting waste reduction, recycling, circular economy principles, and sustainable resource management. However, the translation of these strategic objectives into operational practices, stable institutional arrangements, and long-term financing mechanisms at municipal level remains uneven.

Institutional responsibilities for waste management are typically shared between central authorities, regional bodies, and municipalities. While local authorities play a key role in implementation, they often face challenges related to strategic planning capacity, policy integration, cross-sector coordination, and systematic capitalisation of project-based results.

EU-funded projects have contributed valuable pilot actions, tools, and methodologies in the field of waste management and circular economy. Nevertheless, the capitalisation, exploitation, and replication of these results beyond the project lifecycle are frequently constrained by the absence of structured sustainability frameworks, clear replication pathways, and policy-oriented guidance.

Within this context, the REWASTE project seeks to address these challenges by strengthening sustainability planning, capitalisation of results, and exploitation mechanisms, enabling project outputs to be embedded into existing policy frameworks, institutional practices, and future investment programmes at local, regional, and cross-border level.

1.5. Related programmes and other donor activities

The proposed contract complements ongoing efforts supported by the European Union and other international donors in the fields of environmental protection, waste management, and circular

economy development. These include national and regional initiatives financed through EU cohesion policy instruments, IPA programmes, and other bilateral or multilateral assistance mechanisms.

The REWASTE project builds on lessons learned from previous Interreg VI-A IPA Programme ‘Greece – North Macedonia 2021–2027’ projects in the region, particularly those focusing on environmental awareness, capacity building, and institutional cooperation. It seeks to add value by promoting integrated approaches, cross-border knowledge exchange, and the development of practical tools that can be replicated or scaled beyond the project’s lifetime.

Coordination with related programmes and initiatives is ensured through cooperation with partner municipalities, educational institutions, and relevant stakeholders, thereby avoiding duplication and enhancing complementarity.

2. OBJECTIVES & EXPECTED OUTPUTS

2.1. Overall objective

The overall objective (impact) to which this contract contributes is to:

Strengthen the long-term sustainability, capitalisation, and exploitation of REWASTE project results related to sustainable waste management and circular economy practices in the cross-border area between Greece and North Macedonia.

This impact is reflected in improved policy uptake, institutional embedding, and replication potential of project outputs, enhanced coordination between relevant stakeholders and decision-makers, and the availability of structured sustainability and exploitation frameworks enabling continued use and transfer of project results beyond the project lifetime.

2.2. Specific objective(s)

The specific objective(s) (outcomes) of this contract are as follows:

- To analyse and assess the institutional, policy, and operational conditions necessary for the long-term sustainability of REWASTE project results, and to identify key enablers and constraints affecting their continuation beyond the project lifetime.
- To support the capitalisation and structured transfer of knowledge and project results, by developing methodologies, tools, and guidance that facilitate uptake, replication, and scaling of REWASTE outputs by relevant stakeholders and decision-makers.
- To develop a coherent sustainability and exploitation framework, including practical recommendations and pathways for embedding project results into existing policies, institutional practices, and future programmes at local, regional, and cross-border level.

These outcomes are expected to contribute in the short to medium term to improved policy uptake, stronger institutional ownership, and enhanced replication potential of REWASTE project results, ensuring that the benefits of the project extend beyond its implementation period.

2.3. Expected outputs to be achieved by the contractor

The services under this contract shall be remunerated on the basis of the delivery and approval of the specified outputs. Payments may be totally or partially withheld in cases where the contractual outputs have not been delivered in accordance with the Terms of Reference.

Payments shall be made following the formal approval of deliverables by the Contracting Authority. Where applicable, partial payments may be made corresponding to the partial implementation and acceptance of outputs, in line with the contractual provisions.

The expected outputs of this contract are as follows:

- **Output 1 (D5.1):** A Sustainability Framework analysing institutional, financial, and operational conditions for the long-term continuation of REWASTE project results.
- **Output 2 (D5.2):** A Capitalisation and Knowledge Transfer Package, including methodologies, tools, and recommendations for uptake and replication of project results.
- **Output 3 (D5.3):** A Final Sustainability and Exploitation Plan consolidating lessons learned, replication pathways, and policy uptake recommendations.

The financial offer shall include a breakdown of the total contract value per deliverable (D5.1, D5.2 and D5.3). Payments will be linked to the successful completion and approval of each output.

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project

The successful implementation of this contract is based on the following key assumptions, derived from the REWASTE project's intervention logic:

- The Contracting Authority and project partners will provide timely input, feedback, and approvals related to communication content, designs, and dissemination needs.
- Target groups, including local authorities, stakeholders, educational institutions, and the wider public, will remain accessible and receptive to project communication and awareness-raising activities.
- EU communication and visibility guidelines applicable to the Interreg VI-A IPA Programme 'Greece – North Macedonia 2021–2027' will remain stable during the contract implementation period.
- No major external disruptions (e.g. prolonged administrative delays or force majeure events) will significantly affect the production or distribution of materials.

3.2. Risks

Potential risks that may affect the implementation of this contract include:

- Delays in approvals or feedback from project partners.
- Changes in project timelines or activity sequencing, requiring adjustments to the delivery schedule of outputs.
- Logistical or supply-chain constraints related to printing, packaging, or distribution of materials.
- Variations in local implementation conditions, such as changes in event schedules or availability of dissemination channels.
- External factors (e.g. public health measures, force majeure situations) that could limit physical dissemination activities.

These risks will be mitigated through close coordination between the Contractor and the Contracting Authority, clear communication channels, and flexible planning of deliverables within the contractual framework.

4. SCOPE OF THE WORK

4.1. General

Description of the assignment

The assignment under this contract consists of providing strategic, analytical, and advisory services to support the implementation of Work Package 5 (WP5) of the REWASTE project.

The Contractor shall be responsible for the analysis, development, and consolidation of sustainability, capitalisation, and exploitation outputs, aimed at ensuring the long-term continuation, institutional uptake, and replication of REWASTE project results related to sustainable waste management and circular economy practices.

The services shall include:

- Assessment of institutional, policy, financial, and operational conditions relevant to the sustainability of project results;
- Development of structured sustainability frameworks and capitalisation tools;
- Preparation of guidance and recommendations supporting replication, policy uptake, and exploitation of project outputs beyond the project lifetime.

The Contractor is expected to manage the assignment in a coordinated and efficient manner, ensuring timely delivery of high-quality outputs and close cooperation with the Contracting Authority and project partners.

Geographical area to be covered

The services under this contract shall cover the cross-border project area of the Interreg VI-A IPA Programme ‘Greece – North Macedonia 2021–2027, including in particular the territories of the participating project partners and pilot municipalities, such as the Municipality of Debar, as well as other locations relevant for the implementation of project activities.

Target groups

The main target groups of the services under this Lot include, but are not limited to:

- Local and regional authorities responsible for waste management, environmental protection and circular economy policy development
- Project partners and associated institutions
- Policy-makers, public administration and decision makers at municipal and regional level
- Stakeholders active in the fields of waste management, circular economy, environmental governance, and sustainable development, including public agencies, utilities, and support institutions;
- Organisations and networks involved in project capitalisation, knowledge transfer, and replication, including cross-border and regional cooperation structures

4.2. Specific work

In order to achieve the expected results and outputs of this contract, the Contractor shall carry out the following tasks. The list below presents the minimum required scope of work; tenderers are encouraged to propose an appropriate organisation and methodology to fulfil these requirements.

Task 1 – Sustainability Analysis and Framework Development (D5.1)

- Review and analyse the REWASTE project objectives, implemented activities, and produced outputs relevant to sustainability and long-term continuation.
- Assess the institutional, policy, financial, and operational conditions affecting the sustainability of project results at local, regional, and cross-border level.
- Identify key enablers, risks, and constraints related to long-term uptake and continuation of project outcomes.
- Prepare a **Sustainability Framework** outlining feasible options and conditions for maintaining and integrating project results beyond the project lifetime.

Task 2 – Capitalisation and Knowledge Transfer (D5.2)

- Analyse opportunities for capitalisation, knowledge transfer, and replication of REWASTE project results within existing policy frameworks, strategies, and programmes.
- Identify target institutions, stakeholders, and governance levels relevant for uptake and scaling of project outputs.
- Develop capitalisation tools, methodologies, and guidance, supporting structured transfer of knowledge and good practices.
- Propose practical replication pathways and mechanisms enabling reuse and adaptation of project results in other territories or programmes.

Task 3 – Sustainability and Exploitation Planning (D5.3)

- Consolidate findings from Tasks 1 and 2 into a coherent Sustainability and Exploitation Plan.
- Define concrete actions, responsibilities, timelines, and indicative resources required for the exploitation of project results.

- Formulate policy-oriented recommendations supporting institutional embedding and long-term use of project outputs.
- Ensure coherence with project objectives, programme priorities, and relevant EU policy frameworks.

Task 4 – Reporting and Finalisation

- Submit draft and final versions of all contractual outputs in accordance with agreed timelines.
- Prepare a Final Summary Report consolidating delivered outputs, key findings, and recommendations.
- Support the Contracting Authority during the formal approval process of deliverables, as required.

Each deliverable shall:

- Be evidence-based and include references to relevant EU and national policies;
- Contain actionable recommendations;
- Include executive summary (max 3 pages);
- Be delivered in English in both PDF and editable format;
- Be validated by the Contracting Authority based on completeness, relevance and quality.

The contractor shall ensure the capitalisation and sharing of knowledge related to the implementation of the project. It concerns observations of technical and pedagogical value, which are interesting for other professionals, and which do not infringe with the obligations of Article 14 of the general conditions of the contract. For sharing such information, the contractor shall use the capacity4dev.eu web platform.

4.3. Project management

Responsible body

The Contracting Authority, represented by the Center for Understanding and Institutional Cooperation (CUIC), shall be responsible for the overall management and supervision of this contract.

Within CUIC, the contract shall be managed by the Project Management Team designated for the REWASTE project, acting in close coordination with the relevant project partners, including participating municipalities and institutions, where applicable.

Management structure

The REWASTE project is implemented through a structured management framework established under the Interreg VI-A IPA Programme ‘Greece – North Macedonia 2021–2027’.

The management structure relevant to this contract includes:

- **Project Manager:** Responsible for the overall coordination of project activities, supervision of contractors, approval of deliverables, and day-to-day contract management in accordance with the General Conditions of the service contract.
- **Financial and Administrative Management:** Responsible for financial monitoring, verification of contractual compliance and processing of payments in line with programme and PRAG requirements.
- **Project Partners and Associated Stakeholders:** Provide technical input, feedback, and approvals related to activities implemented within their respective territories or thematic responsibilities.
- **Steering and Coordination Mechanisms:** Where applicable, strategic guidance and coordination are provided through project coordination meetings and partner consultations, ensuring alignment with project objectives and timelines.

Decisions related to routine implementation, coordination, and acceptance of deliverables may be taken by the Project Manager, in accordance with Article 20 of the General Conditions of the service contract. Decisions with financial, strategic, or contractual implications beyond routine management may require validation by the Contracting Authority’s authorized representative or relevant project coordination bodies.

Facilities to be provided by the contracting authority and/or other parties

The Contracting Authority and project partners shall provide the Contractor, as appropriate, with:

- Relevant project documentation, guidelines, and templates;
- Timely feedback, approvals, and coordination support;
- Access to project partners and stakeholders for coordination purposes;
- Information related to EU communication and visibility requirements.

No office space, equipment, or permanent facilities shall be provided unless otherwise agreed. The Contractor shall be responsible for all resources required to implement the services under this contract.

5. LOGISTICS AND TIMING

5.1. Location

The services under this contract shall be implemented through a combination of home-based work and mission-based activities, as required for the delivery of the expected outputs.

- **Home-based work:**
The majority of tasks related to design, preparation, coordination, and production of deliverables may be performed at the Contractor's premises or home-based location.
- **Mission-based activities:**
Where required by the scope of work, the Contractor may be requested to carry out missions or on-site activities within the cross-border project area of the Interreg VI-A IPA Programme 'Greece – North Macedonia 2021–2027', including locations of project partners and pilot municipalities (such as the Municipality of Debar).

The Contractor shall ensure availability and flexibility to participate in coordination meetings (online or in-person), consultations, and delivery of outputs in accordance with the project implementation schedule.

No permanent presence at the premises of the Contracting Authority is required. Any missions, travel, or on-site activities shall be carried out only when necessary for the proper implementation of the contract and in accordance with instructions provided by the Contracting Authority.

5.2. Start date & period of implementation of tasks

The intended start date is July 2026 and the period of implementation of the contract will be 24 months from this date. Please see point 3 of the main conditions for the actual start date and period of implementation.

The actual start date and implementation period shall be determined in accordance with the provisions of the contract and shall be confirmed upon signature of the contract and/or issuance of the notice to proceed.

5.3 Indicative timeline for deliverables

The Contractor shall deliver the outputs according to the following indicative schedule:

- Output 1 (D5.1 – Sustainability Framework): within 10 months from the start of the contract;
- Output 2 (D5.2 – Capitalisation and Knowledge Transfer Package): within 12 months from the start of the contract;
- Output 3 (D5.3 – Sustainability and Exploitation Plan): within 12 months from the start of the contract.

The final report shall be submitted in accordance with Section 7 (Reporting requirements).

The Contractor may propose a refined timeline in the Organisation and Methodology, subject to approval by the Contracting Authority.

6. REQUIREMENTS

6.1. Personnel

Note that civil servants and other staff of the public administration of the partner country, or of international/regional organisations based in the country, shall only be able to provide input as experts if well justified. The justification should be submitted with the tender and shall include information on the added value the expert will bring as well on any potential interference or conflict of interest of the proposed expert in his/her function as expert and his/her present or previous functions working as civil servant. Moreover proof should be submitted that the expert is seconded or on personal leave.

The minimum requirements covered by the team of experts as a whole are detailed below:

- The Contractor shall ensure that the services are delivered by suitably qualified and experienced personnel necessary to achieve the expected outputs of the contract.
- No specific individual experts are required to be named or approved by the Contracting Authority.
- Minimum requirements apply to the Contractor's team as a whole and concern the overall capacity to deliver the services under this Lot.

The Organisation and Methodology should demonstrate how the contract will comply with these requirements to accomplish the desired output(s). The Organisation and Methodology may include the name of an expert and his profile. Compliance (yes/no answer) of the team (as a whole) with the requirements will be checked, but there will be no marks given to the experts.

Support facilities & backstopping

The costs for support facilities, including backstopping, are included in the tenderer's financial offer.

6.2. Office accommodation

Office accommodation for each expert providing input to the contract is to be provided by the contractor.

6.3. Facilities to be provided by the contractor

The contractor shall ensure that experts are adequately supported and equipped. In particular it must ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support their work under the contract and to ensure that its employees are paid regularly and in a timely fashion.

In particular, the Contractor shall provide, at its own cost:

- All office facilities, equipment, and supplies necessary for the implementation of the contract, including IT equipment, software, communication tools, and workspace;
- Adequate administrative, secretarial, and organisational support to enable experts to focus on their primary responsibilities;
- Any technical or logistical support required for the preparation, production, and delivery of outputs under this contract;
- Internal coordination, quality control, and backstopping arrangements to ensure continuity and timely delivery of services;
- Financial and administrative arrangements ensuring that personnel engaged by the Contractor are remunerated regularly and in a timely manner, in accordance with applicable legal requirements.

All costs related to the above facilities and support services are deemed to be included in the Global Price of the contract.

No reimbursable or incidental expenditure shall be payable under this contract.

6.4. Equipment

No equipment is to be purchased on behalf of the contracting authority / partner country as part of this service contract or transferred to the contracting authority / partner country at the end of this contract. Any equipment related to this contract which is to be acquired by the partner country must be purchased by means of a separate supply tender procedure.

7. REPORTS

7.1. Reporting requirements

The contractor will submit the following reports in **English**, in **electronic format only** (PDF and editable source files), unless otherwise requested by the Contracting Authority.

- **Inception Report** of maximum 12 pages to be produced after two (2) weeks from the start of implementation. In the report the contractor shall describe e.g. initial findings, progress in collecting data, any difficulties encountered or expected in addition to the work programme and staff travel.

The contractor should proceed with his/her work unless the contracting authority sends comments on the inception report.

- **Interim progress reports** may be requested by the Contracting Authority where linked to the acceptance of specific outputs.

Interim payments, where foreseen in the contract, may be made on the basis of the approval of interim reports demonstrating that **specific outputs have been achieved**, in accordance with Article 29 of the General Conditions.

- **Draft final report** of maximum 30 pages (main text, excluding annexes). This report shall be submitted no later than one month before the end of the period of implementation of tasks.
- **Final report** with the same specifications as the draft final report, incorporating any comments received from the parties on the draft report. The deadline for sending the final report is 15 calendar days after receipt of comments on the draft final report. The report shall contain a sufficiently detailed description of the different options to support an informed decision on the selection, design and dissemination formats of communication and awareness-raising materials. The detailed analyses underpinning the recommendations will be presented in annexes to the main report. The final report must be provided along with the corresponding invoice.

The **final report shall be submitted together with the corresponding invoice**, in accordance with the contract provisions.

7.2. Submission and approval of reports

The report referred to above must be submitted to the project manager identified in the contract. The project manager is responsible for approving the reports.

All reports referred to in Section 7.1 shall be submitted electronically to the Project Manager identified in the contract, who shall act on behalf of the Contracting Authority.

The Project Manager shall be responsible for the review and approval of the reports, in close coordination with relevant project partners, including the partner institutions and municipalities involved in the implementation of the REWASTE project, as appropriate.

Project partners may be consulted during the review process and may provide comments or recommendations within the deadlines specified by the Project Manager.

In the absence of written comments or objections from the Contracting Authority or relevant project partners within the set deadline following submission, the reports shall be **deemed to be approved**.

Formal approval of the reports by the Project Manager constitutes acceptance of the corresponding deliverables, in accordance with the provisions of the service contract.

8. MONITORING AND EVALUATION

8.1. Definition of indicators

Progress towards achieving the expected results under this contract shall be monitored using a combination of **quantitative and qualitative indicators**, including but not limited to:

- Number of policy recommendations adopted
- Number of stakeholders consulted
- Level of usability of frameworks
- Replication potential assessed

These indicators will be used to assess the Contractor's performance and the extent to which the expected outputs and objectives of the contract have been achieved.

8.2. Special requirements

The Contractor shall ensure full cooperation with the Contracting Authority and project partners during monitoring and evaluation activities.

The Contractor may be requested to provide additional information or clarifications related to the delivered outputs for monitoring, reporting, or audit purposes, within reasonable limits and in accordance with the contract provisions.

Monitoring and evaluation activities shall be conducted in a manner consistent with the Global Price nature of the contract, without the requirement for time-based reporting or timesheets.

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