

REQUEST FOR PROPOSALS

SymbioCity Facilitator (SCF) for Colombia

Long-term consultancy contract

ABOUT THIS REQUEST FOR PROPOSALS

The Swedish Association of Local Authorities and Regions (SALAR) has been granted finance by the Swedish International Development Cooperation Agency (Sida) for the implementation of a global programme called *SymbioCity Approach 2.0*. The SymbioCity Approach is a concept for sustainable urban development with emphasis on improving living conditions for the citizens in urban environments with special focus on the urban poor. The programme is implemented by SKL International AB, a subsidiary of SALAR based in Stockholm. One of the components of the global programme, *City Projects*, targets cities in four different countries among others Colombia.

The SymbioCity City Projects in Colombia (hereinafter referred to as City Projects) is seeking to engage a SymbioCity Facilitator (SCFs) who will facilitate the SymbioCity Approach process in two cities in Colombia. The SCF will be engaged as consultant for a total of maximum 120 days in the period 2016-2018. Consulting contracts will be concluded with SKL International AB.

This document provides information to those who are interested in submitting proposals for the SCF position about how to submit their proposal. Part 1 of the Request for Proposals describes the City Projects in Colombia and the role of the SCF. Part 2 of the Request for Proposals describes what information needs to be submitted by Applicants and how the proposals will be assessed.

PART 1: TERMS OF REFERENCE

1. Introduction

SALAR through SKL International is starting up the global programme *SymbioCity Approach 2.0*. One of the components of the programme, *City Projects*, targets cities in four different countries among other two cities in Colombia. The objective is to better equip cities in Colombia to address urban challenges related to sustainability and resilience.

The programme uses a methodology called the SymbioCity Approach – a concept for sustainable urban development with emphasis on improving living conditions for the citizens in urban environments by using a participatory approach (see www.symbiocity.se). The SymbioCity Approach was developed in Sweden and is now applied around the world.

Applicants are encouraged to familiarize themselves with the SymbioCity Approach in order to fully understand the intended role of the SCF via the website www.symbiocity.se and specifically the SCA Summary, SCA Full Version and SC Process Guide available for download at <http://symbiocity.se/en/Downloads/>

The City project in Colombia will be implemented by SALAR's subsidiary SKL International who provides technical assistance, expertise and support. It will run for approximately 2 years, starting third or early fourth quarter of 2016.

2. City Projects Colombia

Two cities in Colombia will be supported in planning, management and development of urban areas in a sustainable manner by using the SymbioCity Approach. This will be done through capacity development, process support and technical assistance provided through the SCF, local and international urban development experts. There will be practical work, training, and peer learning through the projects in the two cities.

Following the SymbioCity Approach process, a Steering Committee, a Working Group and a Stakeholder Group will be established in each city. The project organization should represent all key stakeholders in urban development in the cities, including the political level and representatives of the public including the urban poor. The Working Groups will be supported by the SCF who will guide the teams through the SymbioCity process through different exercises and workshops. The intended design and implementation of the City projects is described in Appendix 1. The parties, that is the cities, SKL International and the SCF, may jointly agree to modify the design and implementation depending on identified needs.

The City Projects component intends to achieve the following results:

- Targeted cities have improved quality of urban plans and projects developed by city administration and adopted by city council, which better address environmental concerns, gender equality and the needs of the urban poor;
- Targeted cities have increased institutional, organizational and personnel capacity to address urban sustainability;
- Local and national institutions in Colombia are better equipped to address sustainable urban development in terms of public participation, environmental concerns, gender equality and the needs of the urban poor;
- National institutions in Colombia have better understanding of the conditions for sustainable urban development at local level in Colombia and have disseminated

learning through their networks.

In order to achieve the above results, the City Projects in Colombia are expected to deliver the following outputs and outcomes:

- Two Urban Sustainability Reviews developed by the cities through participatory and inclusive processes;
- Two integrated packages for pro-poor urban improvements developed by targeted cities, with the objective to improve urban sustainability. These packages should include different type of solutions of short-, medium- and long-term. The packages should include solutions which can be implemented and financed through the municipalities existing resources, solutions which can be implemented through other actors and their resources (e.g. private sector, NGOs), but also solutions which can be financed by the State through different national application processes and potentially by international actors.
- Innovative approaches and solutions developed;
- Relevant stakeholders (politicians, civil servants and other actors) at city level have increased understanding and knowledge of tools/methods in order to carry out integrated and multidisciplinary processes based on the SCA;
- Politicians, civil servants and other relevant actors at city level have increased understanding and knowledge of tools/methods to address public participation, environmental concerns, gender equality and the needs of the urban poor;
- Stakeholder groups identified and included in process, including representatives from vulnerable groups;
- Representatives from central government and national organizations continuously involved in city projects through e.g. participation in the Steering Groups.

The cities have not yet been selected, but the process of selection has started and is expected to be finalized by September 2016. The size of the cities is expected to be around 100 000 to 200 000 inhabitants.

3. The SymbioCity Facilitator

The programme seeks to recruit a SymbioCity Facilitator (SCF), to provide technical assistance to two cities in Colombia in achieving the above outputs by implementing the SymbioCity Approach. The main task for the Facilitator is to support these cities in the implementation of the SymbioCity Approach as described above and in Appendix 1. The Facilitator will do this by providing expertise and process support mainly by working with the Working Groups of the cities, as well as to draw conclusions that are of general benefit for urban stakeholders in Colombia.

The **role** of the SCF will include:

- Guide and provide process support to the two cities in applying the SymbioCity Approach;
- Facilitate the use of the SCA process and its methodologies for the analysis, planning and project development;
- Gather and document key learnings and insights from the city projects in Colombia;
- Facilitate exchange between the two city projects in Colombia as well as information dissemination at national level.

The **approach** of the SCF during the implementation of the City Projects Colombia should be that of a coach and a partner, thereby taking responsibility for both building capacity and also for the results;

- As a **coach**, the SCF does not have direct responsibility for performing tasks in the cities. Instead s/he should use a mix of instructions, guidance and feedback to guide the cities in the SCA process. As a coach, the SCF will give advice and support during actual task or job performance.
- The **partner** role assumes that both the SCF and the municipality staff have the capacity to successfully perform the task and they will share the responsibility for the results. It also assumes that the municipality staff will improve their capacity to perform the task through learning from the SCF in a hands-on way and that the SCF can both teach and guide effectively.

The SCF is the key **resource** for technical and process support in the two cities. However, there are other resources available in the form of the SymbioCity Approach Secretariat at SKL International in Stockholm, a SymbioCity Advisor, a local urban consultant and a pool of sector experts (international and local) which depending on identified needs may be called upon. The local urban consultant will be able to continuously provide the SCF with support.

4. Specific Tasks of the SymbioCity Facilitator

The SCF is an urban development expert, with a generalist profile and considerable experience of integrated planning, coaching and supporting development processes.

As described in Appendix 1, the City Projects will have the following phases¹, some of which will run in parallel;

1. Organizing the city project, including initial analysis and set-up
2. Integrated Urban Planning, including the development of a Urban Sustainability Review (USR)
3. Integrated Project Development including development of integrated packages for pro-poor urban improvements

Throughout the project and based on the gaps identified through the USR, support shall be provided to the cities on possible improvements in relation to their operation and maintenance management of urban systems.

The SCF will support the cities through all phases and it is expected that most effort will be on the third phase.

The SCF will support the following specific functions;

1. Organize and plan City projects in collaboration with key urban stakeholders in the Cities;

¹ Generally following the stages of the SymbioCity process outlined in the SymbioCity Process Guide at <http://symbiocity.se/PublicDownloads/SymbioCity%20Process%20Guide/SC%20process%20guide.pdf>

2. Take the lead in guiding the Integrated Urban Planning including participatory Urban Sustainability Review (USR) and development of priorities;
3. Guide the development of integrated proposals for urban improvements based on the priorities identified during the USR. This process should be participatory and result in a package of integrated solutions. It can include solutions both related to governance and management as well as physical improvements;
4. Document and support identified suggested improvements in the cities' operation and maintenance management;
5. Build both human capacity (e.g. strengthened individual competencies in relation to planning, developing and managing urban areas) and organizational capacity (e.g. strengthening processes and systems for urban development) in the cities;

5. Scope and Location

The SCF is a consultant that will work on a per day fee rate, either as self-employed contractor or as representative of a company/organization that will provide the Facilitator.

Most of the work will take place in the respective cities, but there will be planning and training taking place also in Sweden. The estimation is that the role will entail at least 80% of the work being performed in the cities and 20% being involved in training, joint activities, reporting, planning etc. in Sweden.

Approximately 6 trips to the respective cities are foreseen over the period 2016-2018, with each trip taking approximately 12 days, usually visiting both cities on the same trip (i.e. 6 days in each city). A maximum of 120 days will be allocated for the SCF. The details will depend on the needs of the cities and will thus be elaborated in conjunction with the two cities.

PART 2: REQUEST FOR PROPOSAL

6. Essential information

a. How to submit a Proposal

Proposals should be submitted electronically, via email to the following email address:

SCFColombia@sklinternational.se

Proposals can be comprised of separate documents. All documents must be in one of the following file formats: Adobe PDF, Microsoft Word, Microsoft Excel, Microsoft Powerpoint

The maximum email size permitted is **10 MB (ten megabytes)**.

b. Closing time

Proposals must be received at this email address no later than **19 August 2016 at 17.00 EST**. It is Applicants' responsibility to ensure that documentation is prepared and sent in good time. An automatic response will be generated from the email address, which is valid as proof of reception.

c. Validity and withdrawal

Proposals shall remain valid for **120 days** after date of submission. Proposals valid for a shorter period may be rejected.

d. Clarification and amendment

A prospective Applicant requiring any clarification of the documents and information provided in this Request for Proposals may send such inquiries to SCFColombia@sklinternational.se.

Any questions for clarification or additional information must be received at the above email address no later than **12 August 2016**.

A list of all questions and answers provided to date shall be posted on SKL International's website www.sklinternational.se on **15 August 2016**.

SKL International may, for any reason, modify the Request for Proposal. If so, information of any amendment will be made at www.sklinternational.se.

Applicants are therefore advised to monitor SKL International's website during the course of the procurement in order to receive any important updates.

7. Information to be provided by Applicants

Proposals shall comprise the following information:

- a) A cover page using the **template** annexed to this Request for Proposals which include basic information on the Applicant as well as:
 - Full name, current job title, telephone number and email address of at least three (3) referees that can be contacted in order to confirm the Applicant's claims and past performance outlined in the CV
 - The total daily fee requested by the Applicant (see "Price" under §8 below).
- b) An up-to-date **curriculum vitae** (CV) of not more than seven (7) A4 pages length, 1.5 spaced, font 12, showing relevant qualifications, experience and expertise

- c) A written **summary** of not more than two (2) A4 pages in length highlighting the Applicant's suitability for the role and relevance to the Selection Criteria listed below

Applicants may, at a later stage in the procurement process, be required to provide copies of qualifications, relevant professional certifications, and other documentation to support claims made in the Proposal.

8. Selection Criteria

Proposals will be first evaluated against essential basic criteria (Pre-Qualification Criteria). Applicants that meet the Pre-Qualification Criteria will then be assessed against the Selection Criteria. At the end of the selection process, the preferred Applicants will be assessed in terms of their proposed price relative to other Applicants.

Pre-Qualification Criteria

To be further assessed, Applicants **must**:

- Relative experience and capacity to effectively lead and manage development and/or planning projects that involve multiple stakeholders, including training, facilitation and coaching.
- Have at least 5 years' experience of Urban Planning/Development
- Have working experience from developing countries and transition countries;
- Working proficiency in Spanish
- Either be self-employed or employed by a company/organization taking on the role as employer

Selection Stage and Criteria

Applicants that meet the Pre-Qualification Criteria will then be evaluated against the following Selection Criteria:

- Graduate degree in a related field such as urban planning/development, urban management, civil engineering, urban sociology, architecture or any other area relevant for urban development;
- Relevance and suitability of Applicant's experience of integrated urban development, planning and management;
- Experience of urban planning/development in a Swedish context;
- Length and relevance of Applicant's experience working with participatory approaches to urban development and planning and poverty reduction in an urban context;
- Relevance and suitability of Applicant's experience in developing and transition countries and from working with international development agencies;
- Experience from Colombia or neighboring countries;

The Applicant's referees, as provided in the Proposal, may be contacted during the evaluation against the Selection Criteria. SKL International reserves the right to contact other people and

organizations in order to assess the Applicant's claims and past performance.

Price

The SCF will be paid a daily fee.

Applicants shall state their Price in the Proposal as a proposed daily fee in SEK. This shall be an all-inclusive fee that includes all relevant taxes (except VAT), social costs, insurances and any other overheads. Costs for travel, accommodation etc. will be reimbursed separately, on cost basis.

SKL International reserves the right to negotiate the actual daily fee with the preferred Applicant on the basis of his or her seniority, experience and competitiveness for the position.

Diversity and Affirmative action

SKL International embraces diversity and respects human rights in all areas of its work. Discrimination of any kind including on the basis of gender, religion, sexual orientation, ethnicity or culture is not accepted. Personnel shall respect equal rights of individuals and strive to create an atmosphere where people's differences are accepted and valued.

Men and women engaged in SKL International's assignments shall be afforded equal rights and development opportunities. SKL International supports working arrangements that enable personnel to combine work with family commitments.

9. Evaluation process

Applicants will first be shortlisted based on the Pre-Qualification Criteria and Selection Criteria.

Shortlisted applicants will then be invited to an interview with SKL International's SymbioCity Secretariat.

SKL International's SymbioCity Secretariat will consider the Applicant's suitability for the role based on the Applicant's application and performance during the interview. SKL International will also consider the Applicant's Price and relative value for money. SKL International will make a preliminary recommendation on this basis.

Following the interview, the preferred Applicants' referees will be contacted to verify the content of the Applicant's CV and past performance. Preferred Applicants may also be required to submit copies of supporting documentation such as university degrees, professional certificates and company registration documents.

Applicants must have fulfilled the required legal obligations regarding registration, taxation and other legal charges in the Applicant's home country. The Applicant must not have been found guilty of any crime related to the exercise of his/her profession.

Based on the process described above, SKL International will make a final and formal decision on appointment.

10. Selection outcome and contract negotiations

Following selection, SKL International shall enter into negotiations with the top-ranked Applicant. Should those negotiations fail to result in a contract, SKL International shall enter into negotiations with the next-ranked Applicant.

Applicants shall be advised of the selection outcome once contract has been concluded with the SCF.

11. Contracting arrangements

Successful Applicants will be contracted by SKL International AB, based in Stockholm, Sweden. The contract shall be for an expected total of two (2) years' duration, starting during the third quarter or early fourth quarter of 2016.

The SymbioCity Approach (SCA)

The City projects will be designed based on the SymbioCity Approach and the experiences obtained in previous pilot projects, which include incorporation of new methodologies from the *SymbioCity Process Guide* and integrating a stronger focus on poverty reduction and gender equality.

The development of projects will be done in several stages, some of which are implemented in parallel:

1) Organising the city projects

A Steering Committee, Working Group and Stakeholder Group will be established in each city. The project organisation should represent all key stakeholders in urban development, including the political level, local officials and representatives of the public including the urban poor, and will be responsible for steering, implementing and advising the project. The Working Group will be supported by a SymbioCity Approach Facilitator to guide the team through the SymbioCity process. Swedish municipalities (municipal experts) are foreseen to be engaged through individuals (practitioners and/or local politicians) to add a peer-to-peer sharing dimension in the projects.

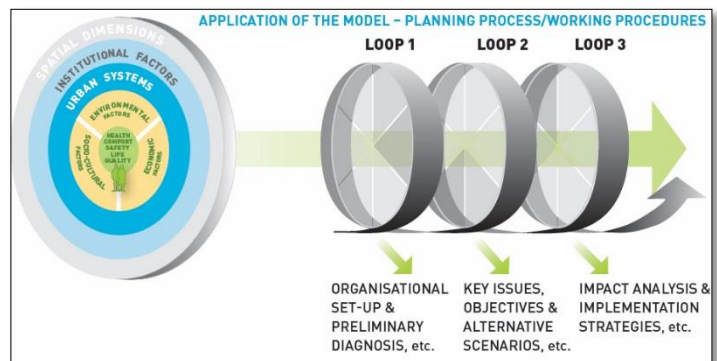
2) Integrated Urban Planning

The initial step of the projects will strengthen the urban planning capacity through a participatory Urban Sustainability Review (USR). The USR will provide rapid systems assessment and assets mapping, identifying the key challenges and the key opportunities in the urban area. Based on this, the stakeholders will jointly agree on priorities for the future project. The USR can serve as a basis for developing a Vision and Strategic Plans for the urban area and contributes to existing urban development plans in the city.

3) Integrated Project Development

The city projects aim at developing innovative solutions to address the priorities identified during the USR (e.g. improving urban health, reducing urban poverty, improving environmental sustainability etc.). The *SymbioCity Approach Process Guide* will be used to develop integrated proposals for urban improvements and drawing on synergies between urban systems. Collaboration between stakeholders, and an active participation of civil society and the urban poor, is a prerequisite for identifying participatory solutions.

The process will result in an integrated package for urban improvements at both governance and management levels, as well as identification of physical improvements based on input



from a wide set of stakeholders. Cities will be assisted in planning and developing integrated packages and supported in identifying possible financing and other resources for the proposed improvements, from local, national or international sources.

Throughout the city projects, the cities will be provided with support to strengthening urban management, for example in terms of operations and maintenance of urban infrastructure. Based on the gaps identified through the USR, support will be given to optimising the capacity of stakeholders to manage urban systems, and introducing improvements through best practices and thereby also contributing to improved service delivery.

Training of city project stakeholders

Capacity building will be a central element of the City projects for members of the working groups together with relevant representatives from the steering groups and possibly representatives consisting of “actors of change” e.g. local government associations; institutions; universities; planners’ associations, NGOs etc.

In connection to the development of the USR, trainings on Integrated Urban Planning will take place with representatives from the respective city steering/working groups as well as representatives from national level. The trainings will be a combination of theory and practice, including both process and topical modules, to provide concrete guidance to the development of existing plans in the local context. The trainings will include several training segments in the respective countries as well as trainings in Sweden of approximately 2 weeks for the respective key stake holders of each city/country (see below).

A key intention during the capacity building activities is to increase knowledge and capacity at different levels in order to build a critical mass of new knowledge and perspectives to create a momentum for change. This will be done by targeting not only the cities but also representatives from central government level to stimulate a new sustainability movement that stretches from central to local level.

Horizontal issues in city projects

Local ownership

The city projects will be implemented with a clear local ownership-perspective. One aspect is the involvement of local partners in the co-ordination and implementation of the city projects as well as the broader national dissemination of results. Furthermore, a central ambition is to build the city projects around existing processes, plans and circumstances in the targeted cities. The projects can address the entire urban development cycle, but will be demand-driven and adapted to the areas in which specific needs of the urban areas are identified. This will be ensured also through the continuous involvement of local politicians and decisions makers, from both majority and opposition, in the whole process.

During the different SymbioCity steps the working groups will continuously engage with the stakeholder group, representing different interest groups on the local level, including the urban poor. The SymbioCity Approach also assumes that research, information collection as well as analysis and deliberations are performed in a horizontal manner where actors from different sectors work together to come up with joint strategies.

Gender mainstreaming

The objective of gender mainstreaming is to increase the understanding of politicians as well as civil servants involved in urban development processes of the practical aspects and benefits of applying gender mainstreaming. The city projects will therefore address politicians and staff with working tools and methods for broader inclusion in decision-making processes, including the participation by women, youth and specifically vulnerable groups. Parts related to service delivery will give emphasis to non-discriminatory service provision, including aspects of needs definition, planning, resource allocation, and monitoring of service quality. One possible planning technique is the so called 3 (or 4) R-method. The 4R method may be used as a basis for analysing and surveying activities, and for providing an overview of how activities are run and financed, and how they should be changed to reduce gender inequality.

- *R1 is Representation*: a survey of how women and men are represented in the various parts of the organisation, and on its different levels.
- *R2* is a matter of how *Resources* are distributed between the sexes.
- *R3* refers to *Realia*, i.e. why representation and resources are distributed as they are. What are norms and conditions like for men and women in the organisation?
- *R4* means the *Realisation*, through an action plan (and the action involved), of what is to be achieved by formulating new objectives and measures.

Other relevant tools are for example: Checklist for Planning and Organising Development Work, Gender Impact Analysis and Gender Equality Outcome Evaluation. A menu of existing tools, targeting different actors at different stages in the urban development process will be applied based on identified preconditions in the respective cities.

Moreover, baseline and follow-up data will be established during the implementation of the city projects in order to assess women and men's perceived changes in service delivery in relation to the urban improvements and the improved operation and maintenance.

Poverty alleviation

The participatory approach, through which the city projects will be developed, will place special emphasis in increasing involvement of the urban poor so that their specific needs are raised, discussed and addressed. In practical terms, the poverty alleviation will be addressed with special emphasis on the following issues:

- Better understanding of income and non-income aspects of urban poverty
- Highlighting the link between urban improvements and poverty reduction and the potential for urban development to reduce poverty.
- Prioritising needs with a poverty focus to let the overarching goal of poverty reduction influence project and investment prioritisation.

- Removing bottlenecks/improving access of the urban poor to urban services, land, housing, (employment), health etc.
- Identifying pro-poor solutions to urban challenges and maximising the positive impacts of urban projects.
- Finding ways of minimising potential negative impacts of urban projects, such as relocation, loss of income etc.
- Contributing to social inclusion.
- Involving citizens (especially the poor) in the SymbioCity process by finding ways of involving the poor in identifying the needs, developing the solutions and implementing the change.
- Exploring options for Community Driven Development (CDD): E.g. developing methods of CDD where communities themselves drive the process as opposed to the local governments.

Finally, seek cooperation with existing bottom-up initiatives, e.g. through the local partner organisations to get more information on poor city areas to involve the urban poor and thereby be able to identify relevant small-scale solutions.