

Request for Proposal

Urban Consultant to SymbioCity Project in Tunisia

1. Background

The Swedish Association of Local Authorities and Regions (SALAR) and its subsidiary, SKL International, is carrying out the Global SymbioCity Approach Programme. The programme is funded by the Swedish International Development Cooperation Agency (Sida) and includes a SymbioCity project in Tunisia targeting two pilot cities, which are yet to be selected.

The Swedish Association of Local Authorities and Regions (SALAR) and its subsidiary, SKL International, have an institutional cooperation with the National Federation of Tunisian Cities (FNVT) and the Ministry of Local affairs and Environment (MolaE) since 2013. SKL International and the Tunisian partners will join efforts in the implementation of the Symbiocity Project. SKL International wants to procure a Tunisian urban development consultant (Urban Consultant) based in Tunisia to provide technical and practical support for the implementation of the SymbioCity project.

2. SymbioCity project in Tunisia

The pilot cities will be supported in planning, management and development of urban areas in a sustainable manner by using the SymbioCity process. This will be done through capacity development, process support and technical assistance provided through a SymbioCity Facilitator as well as Tunisian and international urban development experts. There will be practical work, training, and peer learning through the projects in the two cities. The selection of the two pilot cities is planned to take place during the first or early second quarter of 2018 through a process of shortlisting and suitability assessment.

The SymbioCity project in Tunisia intends to achieve the following results:

- Targeted cities have sustainable and inclusive urban plans and/or urban improvement projects, prepared through a SymbioCity process;
- Targeted cities have improved processes and increased institutional, organizational and individual capacity to address urban sustainability;
- Urban stakeholders in targeted cities have applied and incorporated inclusive and participatory approaches to urban development including, gender perspectives and the needs of the urban poor;
- National institutions in targeted countries have been influenced and inspired by SymbioCity principles and disseminated learnings to other cities in the country.

In order to achieve the above results, the SymbioCity project in Tunisia is expected to deliver the following outputs and outcomes:

- Two Urban Sustainability Reviews developed by the targeted cities through participatory and inclusive processes;
- Two integrated and inclusive project proposals for urban improvements developed by targeted cities;

- Innovative approaches and solutions to urban challenges developed through the SymbioCity process;
- Relevant stakeholders (politicians, civil servants and other actors) at city level have increased understanding and knowledge of tools/methods in order to carry out SymbioCity process;
- Politicians, civil servants and other relevant actors at city level have increased understanding and knowledge of tools/methods to address public participation, 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.

Following the SymbioCity process, a Steering Committee, a Working Group and Stakeholder/Reference Groups 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 SymbioCity Facilitator and the Tunisian Urban Consultant will support and guide the Working Groups throughout the SymbioCity process through different exercises and workshops. The work will include:

- Guiding and providing 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 Tunisia;
- Facilitate exchange between the two city projects in Tunisia as well as information dissemination at national level.

The intended design and implementation of the SymbioCity project is described in Appendix 1. The parties, i.e. the two cities, SKL International, the SymbioCity Facilitator and the Urban Consultant may jointly agree to modify the design and implementation depending on identified needs.

3. Description of the Assignment of the Urban Consultant

3.1 Objective

The main role of the Urban Consultant is to support the implementation of the SymbioCity project in Tunisia in cooperation with SKL International and the SymbioCity Facilitator as well as to provide support to the pilot cities.

3.2 Scope of Work

The Urban Consultant is expected to work jointly with the Working groups of the respective cities as well as the SymbioCity Facilitator to fulfil the expected results of the Project. This will include recurrent visits to the cities in between missions to Tunisia by the Facilitator.

The assignment shall include, but not be limited to, the following tasks:

1) Workshop Sweden

Take part in a planning and learning workshop in Sweden, tentatively in March 2018.

2) Prepare visits

In consultation with SKL International and the SymbioCity Facilitator, the consultant shall assist in the planning and preparation of visits to the pilot cities. The consultant is expected to support the SymbioCity Facilitator with planning the content of the programme of the visits as well as to provide practical support such as booking transport, hotel and ensuring that municipalities are well prepared for the visits.

3) Visits/workshops

During the city visits, the consultant will be an active member of the working group and provide input in terms of technical expertise and knowledge of the national context. The consultant is also expected to be responsible for parts of the training sessions during the visits.

4) Between the visits

In between the visits to Tunisia, the consultant shall follow-up progress of the work carried as part of the Working Groups in the cities. The consultant shall in collaboration with the SymbioCity Facilitator provide the Working Groups with support and technical assistance as need be via email, "What's up", Viber or any other suitable media. The consultant will also assist the cities to document their Urban Sustainability Reviews and other outputs in reports by providing comments to different draft developed by the cities in order to improve the quality. The consultant may also travel to the cities in between the visits of the SymbioCity Facilitator.

5) Baseline

Baseline studies are to be conducted for each city in order to be able to monitor intended results. The baseline shall include information such as capacity development needs at the municipality, existing organisation, processes related to urban development and plans, quantitatively and qualitatively. The baseline shall also include current capacity in relation to inclusive and participatory development and gender mainstreaming.

6) Documentation

In close cooperation with the targeted cities and the SymbioCity Facilitator, the urban consultant is expected to continuously contribute to the documentation of the entire process including the use of different methods and tools and photographs when possible.

7) *Dissemination and communication at national level*

The consultant shall provide input and suggestions on how the programme could facilitate exchange between the two city projects in Tunisia as well as on how best disseminate the SymbioCity process at regional and national level. The consultant is also expected to continuously contribute to the communication of the project at national level to national as well as international actors.

4. Deliverables

- Baseline studies, one per city
- Continuous process documentation summarizing progress, comments on possible way forward and key learnings and insights including some photos and description of activities.

The above shall be reported in writing in a Word-document, in English.

5. Communication & Reporting

The consultant will maintain close communication (Skype, e-mail, “What’s up” etc.) with SKL International’s Project Manager Paul Dixelius in Stockholm during the assignment and continuously report as agreed. The communication language may be French or English.

6. Time and number of days estimated

Apart from the workshop in Sweden, the above work is expected to be carried out between March, 2018 and June, 2020 with a maximum of 170 days. This contract will initially be signed from March through August 2018 with up to 60 days, with a possibility of extension until June 2020. The initial 6 months will include but not be limited to the following assignments:

- Physical establishment in Tunis as a project representative
- Communication and coordination with city representatives in the selected co-operation cities and other urban stakeholders and co-operation partners
- Collection of data from the cities, e.g. as basis for Base line, Urban Sustainability Review etc.
- Preparation, participation and documentation for two Workshop missions in the Tunisian cities, tentatively in May and August 2018.

Appendix 1

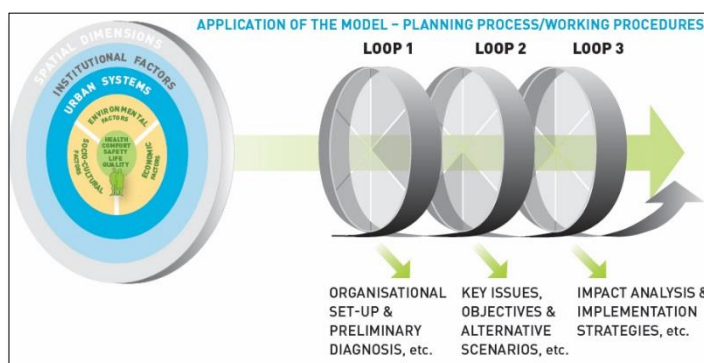
SymbioCity

The City projects will be designed based on the SymbioCity methodology 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 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 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.