

**SUPPORT FOR THE DEVELOPMENT OF A LABORATORY FOR URBAN INNOVATION IN CITIES OF
LAC**

RG-T2983

CERTIFICATION

I hereby certify that this operation was approved for financing under the **Ordinary Capital Strategic Development Program for Sustainability (SUS)** through a communication dated July 28, 2017 and signed by Jane Silva (ORP/GCM). Also, I certify that resources from said fund are available for up to US\$1,000,000 in order to finance the activities described and budgeted in this document. This certification reserves resource for the referenced project for a period of four (4) calendar months counted from the date of eligibility from the funding source. If the project is not approved by the IDB within that period, the reserve of resources will be cancelled, except in the case a new certification is granted. The commitment and disbursement of these resources shall be made only by the Bank in US dollars. The same currency shall be used to stipulate the remuneration and payments to consultants, except in the case of local consultants working in their own borrowing member country who shall have their remuneration defined and paid in the currency of such country. No resources of the Fund shall be made available to cover amounts greater than the amount certified herein above for the implementation of this operation. Amounts greater than the certified amount may arise from commitments on contracts denominated in a currency other than the Fund currency, resulting in currency exchange rate differences, represent a risk that will not be absorbed by the Fund.

Original Signed

Sonia M. Rivera
Chief

Grants and Co-Financing Management Unit
ORP/GCM

Nov 17, 2017

Date

Approved:

Original Signed

Juan Pablo Bonilla
Gerente

Sector de Cambio Climático y Desarrollo Sostenible
CSD/CSD

Nov 20, 2017

Date

TECHNICAL COOPERATION DOCUMENT

I. BASIC INFORMATION

Country/Region:	Regional
TC Name:	Support for the Development of a Laboratory for Urban Innovation in Cities of LAC
TC Number:	RG-T2983
Team Leader/Members:	Team Leader: Andres Blanco, Alternate Team Leader: Mauricio Bouskela; Dianela Avila; Sarah Benton; Erick Marin; Federica Volpe; David Razu; and Juan Pablo Lopez Gross (CSD/HUD); Sergio Moreno (CSD/CSD); and Margie-Lys Jaime Ramirez (LEG/SGO).
Taxonomy:	Research and Dissemination
Date of TC Abstract authorization:	July 28, 2017
Beneficiary:	Countries of Latin America and the Caribbean
Executing Agency:	Inter-American Development Bank
Donors providing funding:	Strategic Development Program for Sustainability (SUS) from the Ordinary Capital (OC)
IDB funding requested:	US\$1,000,000.00
Local counterpart funding:	N/A
Disbursement period:	30 months
Required start date:	December, 2017
Type of consultants:	Firm and Individual consultants
Prepared by Unit:	Housing and Urban Development Division (CSD/HUD)
Unit of Disbursement Responsibility:	Climate Change and Sustainability Sector (CSD)
TC included in Country Strategy:	No
TC included in CPD:	No
Alignment to the Update to the Institutional Strategy (2010-2020):	(i) Social Inclusion and Equality; and (ii) Productivity and Innovation

II. OBJECTIVES AND JUSTIFICATION

- 2.1 The main objective of this Technical Cooperation (TC) is to help mainstream innovation and design thinking into: (i) urban planning in cities of Latin America and the Caribbean (LAC); and (ii) operations at the IDB Group, through the development and strengthening of a laboratory (heretofore referred to as the “Cities LAB”) for applied urban innovation. This TC will finance the necessary actions for the launching and initial implementation of the Cities LAB, which will contribute to the generation of innovative practices and processes within the realm of urban issues through the offering of services to both the client cities of the Bank, as well as to the operational divisions within the IDB Group to improve effectiveness in the delivery of development assistance to the countries of the region.
- 2.2 **Context.** The main challenge facing the region is extending the full benefits of a sustainable and productive urbanization to all residents of the region’s cities. Unsustainable urbanization aggravates social exclusion through spatial segregation and the location of the poor in vulnerable areas (Caldeira, 2000; Gilbert, 1994; Janoschka & Borsdorf, 2006; Sabatini, 2006). In addition, a decline in urban productivity affects employment and poverty reduction. Therefore, in the urban area, there is a need to integrate policies that pursue equity with those that promote sustainability and productivity, and to do so in coordination with the local communities

and private sector (Sabatini, 2006). In this sense, it is important to explore new models of local development and improve the interaction with the private sector, for example: in the design and distribution of risks and management of Public and Private Partnerships (PPPs) (Gausch et al., 2014). By promoting ideas such as green infrastructure, pop-up urbanism, alternative and renewable energies, Big Data, smart cities, creative industries, artificial intelligence and other emerging technologies, and new models for civic engagement cities can improve their urbanization processes.

- 2.3 In recent years, cities have been experimenting with these new ideas through the creation of public or civic innovation “laboratories” (Bason, 2013; Evans, Karvonen & Raven, 2016). Following recent trends in the private sector with laboratories and incubators for advancing technologies, these “laboratories” can be created within public institutions and serve as mechanisms for promoting and managing change from within. For example, these laboratories can promote different approaches to the projects the public sector is executing, ranging from ideating novel project ideas in themselves to encouraging alternative modes of financing. These “laboratories” use a variety of methodologies to ideate and implement projects, however, design thinking is one of the most often used methodological frameworks most often used to solve complex problems creatively. Design thinking has become popular in the last decade for its effectiveness in innovation processes. It is centered on an iterative process that attempts to properly identify and define a problem, ideate solutions, and continuously improve these ideas through prototyping or experimenting. These prototypes are evaluated for functionality and feasibility and constantly improved and retried, feeding back into this iterative process leading to a process of constant innovation (Brown, 2008). Nowadays, this methodology has been adopted worldwide by both the public and private sector to propose new systems, services, products, and businesses. Exploring, prototyping, and evaluating new possibilities in sustainable urban development requires access to available information on best case practices and models of innovative urban interventions. By creating a laboratory for urban innovation within the IDB, this type of space can be generated and it can influence decision-making and the implementation of best practices in cities with the objective of improving economic, social and environmental sustainability.
- 2.4 **Background.** With an intention to enhance the Bank's efforts to incorporate climate change and sustainable development considerations into its operations, the Board approved (GN-2845-1) the creation of the new Sustainable Development and Climate Change (CSD) Department, which incorporates the divisions of Environment, Rural Development and Disaster Risk Management (RND), Climate Change and Sustainability (CCS) and the new Division of Housing and Urban Development (HUD), a hybrid product of the merger of the FMM urban cluster and the Emerging and Sustainable Cities Initiative (ESCI). To achieve its objectives, CSD must also support climate change and sustainability issues in other sectors: Institutions for Development (IFD); Infrastructure and Energy Sector (INE); Social Sector (SCL); and the Inter-American Investment Corporation (IIC), offer innovative technical coordination of specialized initiatives and funds, and disseminate state-of-the-art research in support of the integration of climate change and sustainability programs. At the same time, it must maintain and support a network of cities in the region to socialize said knowledge, lessons learned and best practices.
- 2.5 **Justification.** The update to the Institutional Strategy 2010-2020 emphasizes that the IDB requires a proactive, innovative and flexible response to the challenges in the LAC region. With this in mind, CSD has decided to create an urban laboratory that incubates and supports the inclusion of innovations with the potential to add value to

sustainable urban development projects. The Cities LAB will maintain the ESCI's focus on multi-sectoral, evidence-based urban planning; moreover, it will continue to build on an open and transparent platform for knowledge dissemination while offering new and innovative tools for sustainable urban development. The Cities LAB will allow HUD a space to start to fill the gap that exists between the demand of its clients and the service and operations of the Bank.

- 2.6 **The Cities LAB.** The complex urbanization processes in LAC requires more and more platforms capable of promoting the transfer of knowledge and the development of collaborative interventions and management tools between the sectors and the different disciplines involved with the city and urban issues. Considering that most of the cities in the region have low institutional capacity, experiences that can strengthen the institutions involved in urban management, improve productivity, and innovate public management are valuable.
- 2.7 The cities of the region also face great challenges due to the inadequate planning and the radical changes in our environment. However, there are also possibilities opening within the fields of emerging technologies and innovative business models. To transmit this dynamic knowledge, it has become necessary to: (i) establish a mechanism to acquire it in a sustainable way; (ii) internalize it among the areas of the Bank that operate in the urban area, and to adapt it to the Latin American and Caribbean reality.
- 2.8 The Cities LAB is a Technical Assistance Program, which through a platform of innovation, co-design, experimentation, and lessons learned, proposes to transform sustainable urban development in LAC. It is aligned with the sector strategy approved in October 2016, Urban Development and Housing Sector Framework (GN-2732-6). The Cities LAB integrates knowledge on the new themes of the sustainable urban agenda, conducts prototyping of innovative urban interventions that arise from a co-design process with Bank staff and stakeholders, evaluates experiences and case studies to produce knowledge products, seeks internal and external funding for clients and assists with proposals, and offers innovative services to the different areas of the Bank that operate in the urban area. It is a space to think about ideas and new solutions, and to create knowledge; with the goals of producing actionable solutions in programs throughout the region, providing consulting services to Bank specialists, and solving problems in a quick and responsive manner.
- 2.9 The Cities LAB works in an integrated way with the design and execution of operations so that the solutions offered within the projects are innovative, scalable and serve as a replicable case study for similar problems in other countries. It also seeks to generate interdisciplinary collaboration platforms among academics, professionals and specialists who are leading discussions and innovation processes globally in urban design, planning, governance, environment, among others. The process used in the Cities LAB is iterative in character, with a constant cycle of exploration, experimentation, evaluation, scaling-up, and dissemination, in order to best meet the needs and demands of the clients with targeted and feasible solutions.
- 2.10 The scope of the Cities LAB will include expansion to larger cities and metropolitan areas, and will continue to offer integrated and multi-sectoral urban solutions. The Cities LAB has inherited a repository of comparative data on cities in LAC, a consolidated cities network, alliances with partners and many lessons learned. The acquired knowledge, internalized and adapted, must then be transmitted to Latin American cities through powerful communication channels. To this end, the plan is to coordinate the Cities LAB with the new HUD Network of Cities, which will have a virtual platform for the interaction of Bank specialists with the cities of the region, and will

develop face-to-face and virtual events and courses that will allow an easy link with local teams. Both the Cities LAB and the Network of Cities will constitute two important instruments for the implementation of the Bank's policy on Sustainable Urban Development and Climate Change, and in turn will produce synergies among themselves, as they will improve efficiency in linking available supply of state-of-the-art knowledge with the demand of our cities for innovative solutions that favor their sustainable development, in the broad sense of the term.

- 2.11 This TC is consistent with the Corporate Results Framework 2016-2019 (GN-2727-6) and the Updated Institutional Strategy of the Bank 2010-2020 (AB-3008) and is aligned with the development challenges of: (i) Social Inclusion and Equality by providing inclusive infrastructure and infrastructure services and (ii) Productivity and Innovation by improving productivity. The TC is also aligned with the cross-cutting theme of Climate Change and Environmental Sustainability. Furthermore, it aligns with the objectives of the Sustainability Results Framework (GN-2819-1) and it will support municipal governments to prepare in innovative ways for challenges related to rapid urban growth and climate change in a sustainable manner.
- 2.12 It is also in line with the principles and commitments assumed by the New Urban Agenda agreed in Habitat III (Quito, UN 2016), among which are to: (i) ensure the development of sustainable and inclusive urban economies, including high productivity, competitiveness and innovation; and (ii) ensure environmental sustainability by promoting the use of clean energy; the sustainable use of land and resources in urban development; encouraging sustainable consumption and production patterns; and strengthening urban resilience. Implementing this Urban Agenda contributes to the achievement of the SDGs and their goals (including Goal 11) to make cities and human settlements inclusive, secure, resilient and sustainable.

III. DESCRIPTION OF ACTIVITIES / COMPONENTS AND BUDGET

- 3.1 The Cities LAB is composed of five (5) components that represent the interactive process that employs in its approach to innovative projects.
- 3.2 **Component 1 Exploration (US\$100,000).** This component supports the generation of ideas to innovate urban policies and practices. It will finance the contracting of individuals and firms to support efforts to identify opportunities and interpret demands of clients in an innovative way; and to enable the development of exploration activities that will generate new and innovative knowledge and practices related to these urban issues. This component centers around idea generating activities, such as brainstorming sessions, research, analysis of information and data, and the use of a portfolio of activities to create innovative solutions to urban problems. These activities will include interactive workshops, for example, hackathons, ideathons, and urban design contests; it also includes support to the formation of strategic alliances and practical collaborations therein. The Cities LAB also offers design support to HUD's existing and future operations; identification, elaboration and follow-through on feasible projects identified in the ESCI; preparation support to the design of new TCs; and designing specific components of other IDB projects in execution. Collaboration will be made at this stage with the Bank's new Public-Private Partnership Team (VPC/PPP) to optimize efforts in this area.
- 3.3 **Component 2: Experimentation (US\$400,000).** This component implements the ideas and designs of experiments that result from Component 1. The development of pilot projects will provide innovative solutions to be tested in topics defined by the

clients, in order to analyze their cost-effectiveness, then incorporate them into the Bank's investments in the urban area. Final ideas are presented to clients and one or several are designed as pilot projects or proofs of concept and subsequently implemented on an experimental basis. These pilot projects are intended to serve as demonstrations of the transformative potential of innovative actions so that they can be replicated and scaled-up. At least two pilots whose purpose is to apply innovative tools to a well-identified urban problem will be identified and carried out with financing of this component. Pilot projects will be prioritized to complement projects underway within the Bank's operations portfolio, without prejudice to the sector to which they belong, and even more weight will be given to those with a multi-sectoral impact.

- 3.4 **Component 3: Evaluation (US\$200,000).** This component supports the evaluation of project ideas and pilots. These various intervention models will be measured for performance; the impacts and effects of the pilot projects will be measured, evaluating their cost-effectiveness and incorporating the results into the activities toolkit or repository of lessons learned. The participation of the corresponding sectoral areas of the IDB Group is expected, as well as SPD's experience in carrying out impact assessments. Even in cases where a pilot project or proof of concept does not achieve its goal, the Bank can use it as a learning experience to share with other cities and to inform similar projects.
- 3.5 **Component 4: Scaling-up (US\$200,000).** The pilot projects whose evaluation shows the potential for scaling-up will be put into practice, starting with a search for available and potential lines of financing, both internally from the Bank, as well as from the public and private sector, including alternative financing solutions like public private partnerships. The Cities LAB will assist with connecting client cities with technical organizations and/or companies that offer pro-bono services, promoting and supporting the structuring of public-private partnerships. This component will be done in coordination with the IDB's VPC/PPP team.
- 3.6 This component also supports the provision of consulting services in design thinking and prototyping of innovative ideas to different areas of the IDB Group working in urban-related topics. This component connects successful pilot projects with the operational work of the Bank and seeks alternative public and private lines of financing and creative financial solutions to support cities in the scaling-up of innovations. This includes assistance in the preparation of proposals and applications for external (grant) funding for the cities; assistance to Bank's teams in loan project and/or TC preparation and in PPPs project identification and preparation.
- 3.7 **Component 5: Dissemination (US\$100,000).** This component will finance the development of a database of best practices, organization and/or sponsor of events, capacity building and assistance to cities that demonstrate interest in setting up innovation urban labs.
- 3.8 This component supports the activities to share, in coordination with the Cities Network, the best practices and lessons learned in this process and in these pilot projects with the cities of the region, universities, private companies, and the various divisions of the IDB. The goal is to not only disseminate knowledge of new planning, development and urban planning practices, but also to encourage the constant exchange of ideas and generate a new process of devising and reaching solutions at the urban level. The operation and development of the different activities under this function not only allow for the dissemination of new knowledge, but also to meet the main demands of cities while helping to focus the activities of the Cities LAB. Through knowledge sharing events (for example, participation in regional thematic workshops

and seminars), publications, systematization of data, and support to labs in the region, the Cities LAB can open new avenues of research and development.

- 3.9 The lessons learned from pilot projects (prototyping) should be systematized, disseminated internally and externally throughout the region, and encouraged to be applied to new and existing Bank operations in the urban environment. This component supports the systematization and sharing of the knowledge created and learned in the Cities LAB with the rest of the IDB Group, the Network of Cities, as well as with others through various social media outlets. This includes the development of a centralized system of urban and spatial data. The creation of such a database will allow the development of operations or projects that result from the lessons learned from the Division's experience as well as the results of the pilot projects carried out under the Cities LAB. It is also important to feed the iterative process by constant communication with partners and other practitioners in urban development through publications and knowledge sharing events, therefore it is vital to communicate these new practices in planning, development and urbanism to others and foster an exchange and dialog to continue offering successful and transformation solutions to the clients.
- 3.10 This component also supports the growth of a network of cities labs in the LAC region by way of facilitating the creation of city innovation labs for cities in the region interested in exploring this opportunity.
- 3.11 **Expected Results.** The main expected result of this TC is that participating cities have incorporated innovative urban development tools and processes into their city management and development based on the interventions conducted under the Cities LAB. The expected results and corresponding indicators for monitoring and evaluating the success of this TC can be found in the results matrix in the Annex II.
- 3.12 The total budget of this TC is US\$1,000,000 to be financed through the Strategic Development Program for Sustainability (SUS) with resources from the Ordinary Capital (OC).

Table 1. Indicative Budget

Component / Activity	Description	IDB/Fund Funding	Total Funding
Component 1. Exploration	Idea generating activities, case studies, data analysis and urban diagnostics	US\$100,000	US\$100,000
Component 2. Experimentation	Design and implementation of pilot projects, proofs of concept	US\$400,000	US\$400,000
Component 3. Evaluation	Follow-up and evaluation of products and pilot projects, analysis of impacts and effects of pilots	US\$200,000	US\$200,000
Component 4. Scaling-up	Support to design of IDB operations, development of project proposals, and structuring of PPPs	US\$200,000	US\$200,000
Component 5. Dissemination	Publications, participation in dissemination events, systematization of data, supporting innovation labs in region	US\$100,000	US\$100,000
Total		US\$1,000,000	US\$1,000,000

IV. EXECUTING AGENCY AND EXECUTION STRUCTURE

- 4.1 The Bank will be the executing agency given that the activities to be financed with this regional research and dissemination TC will cover multiple countries and institutions

in LAC. The Housing and Urban Development Division (CSD/HUD) will be responsible for the technical supervision and administration of this TC.

- 4.2 The Bank will contract individual consultants in accordance with the guidelines set out in the AM-650. The procurement process for consulting firms of intellectual nature follows the Bank's new Policy for the Selection and Contracting of Consulting Firms for Bank-executed Operational Work (GN-2765-1) and related Operational Guidelines (OP-1155-4) which went into effect on January 1, 2017. Non-consulting services will be in accordance with Bank's current procurement policies and procedures. Contracting of logistic services and procurement of goods will be done in accordance with policy GN-2303-20.
- 4.3 Prior to the initiation of any project activities in any of the beneficiary countries, the project team will obtain a non-objection letter from the corresponding official entity in each country.

V. MAJOR ISSUES

- 5.1 Two potential risks have been identified for the execution of this TC and the achievement of expected results: (i) a lack of coordination between various sectors and areas of the IDB group that operate in the urban environment; and (ii) complexity in the coordination with stakeholders and external actors that might affect the normal and continuous development of Cities LAB processes and outputs.
- 5.2 Minimizing the possibility of these risks occurring is already being addressed by the coordinating team of the Cities LAB within HUD. The main mitigation method for both risks is to build upon the experience and lessons learned from the ESCI, while also maintaining Cities LAB representatives in the regional HUBs to foster continuous dialog with client cities to improve coordination. The HUD Sector Framework document and the OVE evaluation both point to successes under the previous ESCI when it comes to multi-sectoral actions by the Bank which required coordinated efforts across sectors. These actions create synergies within the Bank.
- 5.3 Additionally, activities to define the relationship and integration structure with other sectors and areas of the IDB Group, as well as with external partners, have started and will continue to coordinate participation of specialist as focal points for the Cities LAB and future external partnerships to support the Cities LAB's activities and contributions.

VI. EXCEPTIONS TO BANK POLICY

- 6.1 No exceptions to Bank policy have been identified.

VII. ENVIRONMENTAL AND SOCIAL STRATEGY

- 7.1 The components financed by this TC will not have negative environmental or social impacts. On the contrary, the outputs are expected to have positive environmental and social impacts, by promoting policy and practice that supports improvements in urban and environmental conditions and quality of life of inhabitants. According to the Environment and Safeguard Compliance Policy (OP-703) this operation is classified as category "C". (See [Safeguards Policy Filter Report](#) and the [Safeguard Screening Form](#)).

Required Annexes:

- Annex I: [Results Matrix](#)
- Annex II: [Terms of Reference](#)
- Annex III: [Procurement Plan](#)

Operation Number: **RG-T2983**


Inter-American Development Bank - IDB



TCM Cycle: **TCM Period 2017**Last Update: **11/10/2017****Result Matrix****Outcomes**

Outcome:	1 Participating cities have incorporated innovative urban development tools and processes based on the interventions conducted under this TC						
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	EOP	
1.1 Cities incorporating innovative urban development tools and processes		Cities (#)	0.00	2017	Memo / report from city post-intervention(s)	P	1.00
						P(a)	
						A	

RF - Contribution

Outputs: Annual Physical and Financial Progress

1 I: Exploration						Physical Progress					Financial Progress					Theme	Fund	Flags
Outputs	Output Description	Unit of Measure	Baseline	Baseline Year	Means of Verification	2017	2018	2019	EOP	2017	2018	2019	EOP					
1.1 Number of TC that incorporates knowledge generated by the Cities LAB		TC (#)	0	2017	Approved TC documents	P	0	1	0	1	P	0	35000		35000	Sustainable Cities	SUS	
						P(a)				0	P(a)				0			
						A					A							
1.2 Number of private and academic institutions carrying out activities in collaboration with the Cities LAB (to support data analysis and development of case studies)		Partners (#)	0	2017	Partnership documents (MoU, contracts, etc.)	P	0	1	0	1	P	0	35000		35000	Sustainable Cities	SUS	
						P(a)				0	P(a)				0			
						A					A							
1.3 Workshops organized	Number of idea generating activities carried out (such as hackathons, urban design and planning contests, disruption workshops, among others)	Workshops (#)	0	2017	Report or Products of event	P	0	1	1	2	P	0	15000	15000	30000	Sustainable Cities	SUS	
						P(a)				0	P(a)				0			
						A					A							

2 II: Experimentation						Physical Progress					Financial Progress									
Outputs	Output Description	Unit of Measure	Baseline	Baseline Year	Means of Verification	2017	2018	2019	EOP	2017	2018	2019	EOP	Theme	Fund	Flags				
2.1 Pilot interventions implemented	Number of innovative urban development solutions in cities identified and "prototyped" (pilot projects, proofs of concept)	Pilots (#)	0	2017	Pilot Reports	P	0	1	1	2	P	0	200000	200000	400000	Institutional Development	SUS			
						P(a)					0	P(a)								0
						A					A									
3 III: Evaluation						Physical Progress					Financial Progress									
Outputs	Output Description	Unit of Measure	Baseline	Baseline Year	Means of Verification	2017	2018	2019	EOP	2017	2018	2019	EOP	Theme	Fund	Flags				
3.1 Experimental impact evaluation (ex-ante or ex-post) performed	Monitoring and evaluation plan for products / pilots	Evaluation Final Report (#)	0	2017	Evaluation Report	P	0	0	2	2	P	0	100000	100000	200000	Institutional Development	SUS			
						P(a)					0	P(a)								0
						A					A									
4 IV: Scaling-up						Physical Progress					Financial Progress									
Outputs	Output Description	Unit of Measure	Baseline	Baseline Year	Means of Verification	2017	2018	2019	EOP	2017	2018	2019	EOP	Theme	Fund	Flags				
4.1 Project proposal developed	Number of IDBG loans in execution that incorporate knowledge generated by the Cities LAB	Proposals (#)	0	2017	Project / loan documents	P	0	1	0	1	P	0	50000	0	50000	Sustainable Cities	SUS			
						P(a)					0	P(a)								0
						A					A									
4.2 Project proposal developed	Number of IDBG loans in preparation that incorporate knowledge generated by the Cities LAB	Proposals (#)	0	2017	Project/Loan documents	P	0		1	1	P	0	0	50000	50000	Sustainable Cities	SUS			
						P(a)					0	P(a)								0
						A					A									
4.3 Project proposal developed	Number of full proposals and/or applications prepared for international funds for selected projects (using inputs from "scenarios" and "ideas")	Proposals (#)	0	2017	Proposal / Application documents	P	0	1	0	1	P	0	50000	0	50000	Sustainable Cities	SUS			
						P(a)					0	P(a)								0
						A					A									
4.4 PPP (Public-Private Partnership) project identification completed	Number of public private partnerships structured	Studies (#)	0	2017	PPP documents	P	0	0	1	1	P	0	0	50000	50000	Sustainable Infrastructure	SUS			
						P(a)					0	P(a)								0
						A					A									

5 V: Dissemination						Physical Progress				Financial Progress				Theme	Fund	Flags			
Outputs	Output Description	Unit of Measure	Baseline	Baseline Year	Means of Verification	2017	2018	2019	EOP	2017	2018	2019	EOP						
5.1 Training workshops delivered	Number of knowledge sharing activities (e.g., bootcamps, demos) carried out to share the experiences of and lessons learned from the Cities LAB	Workshops (#)	0	2017	Reports/memos of activities/events	P	0	1		1	P	0	20000	0	20000	Sustainable Cities	SUS		
						P(a)					0	P(a)							0
						A					A								
5.2 Discussion papers developed	Number of publications sharing lessons learned and/or best practices from the Cities LAB	Papers (#)	0	2017	Publication numbers and links	P	0	0	1	1	P	0		20000	20000	Sustainable Cities	SUS		
						P(a)					0	P(a)							0
						A					A								
5.3 New databases created	Development of a knowledge platform or database centralizing all data and knowledge	Databases (#)	0	2017	Link to database	P	0	0	1	1	P	0	20000	20000	40000	Sustainable Cities	SUS		
						P(a)					0	P(a)							0
						A					A								
5.4 Networks/communities of practice established	Number of Cities LABs in cities of the region	Networks (#)	0	2017	Report of the collaboration	P	0	0	1	1	P	0		20000	20000	Sustainable Cities	SUS		
						P(a)					0	P(a)							0
						A					A								

Other Cost

Total Cost

	2017	2018	2019	Total Cost
P		\$525,000.00	\$475,000.00	\$1,000,000.00
P(a)				
A				

Regional RG-T2983 Support for the development of a laboratory for urban innovation in cities of LAC.

CSD/HUD

Contractual to provide technical support to TCs and development of partnership activities

TERMS OF REFERENCE

Background

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

The region of Latin America and the Caribbean (LAC) is the second most urbanized in the world, with a rate of urbanization that grew from 41% to 79% between 1950 and 2010, and that has currently reached 81%. Cities continue being the main driver of economic and social development, with 60% of GDP in LAC being generated by the region’s 198 cities that are home to over 200,000 inhabitants each (Cadena et al., 2011). However, the urban form that characterizes the cities of the region is one of rapid expansion and low population density in a context of high environmental vulnerability (Romero Lankao et al., 2015). The expanded urban form accelerates the consumption of natural resources and diminishes the sustainability of cities and their environment (Angel, 2014), while also increasing motorization and subsequently gas pollutant emissions and traffic congestion. The expansion of the urban footprint hinders governance processes, since it requires greater coordination among government institutions and service providers, which is critically important for sustainable urbanization coupled with environmental risk management (Romero Lankao, 2015). Further, the spread of low-density urbanized areas reduces the advantages of agglomeration economies (Glaeser, 2011) and raises the cost of expanding water, sanitation, and waste management networks, the time and resources devoted to transportation, GHG emissions (Liddle, 2013), and the occupation of polluted land areas or high disaster risk areas (UN-Habitat, 2016).

In sum, after more than 50 years of urban growth, the region exhibits an unsustainable urbanization pattern, both because of its extensive use of land and because of its low level of productivity and high level of social exclusion. The main characteristics of current urbanization in LAC are an expanded urban form, stagnant productivity, vegetative demographic growth, and societal inequality.¹

¹ Urban Development and Housing Sector Framework Document. Housing and Urban Development Division. IADB. October 2016.

The valuable improvements in the region's social indicators are not enough to close the gaps in access to housing and urban public services or to significantly improve the urban habitat and urban governance (World Bank, 2013). Most cities face serious problems in managing their territory, protecting their historical heritage, and providing quality public spaces. However, major difficulties persist in institutionalizing territorial planning, coordinating the development plans of different jurisdictions, and creating long-term urban policies (ESCI, 2015). In all countries, public spaces need to be better maintained and improved; insecurity rates in cities in LAC continue to be the highest in the world (IDB, 2014). Lastly, the fiscal capacity of governments is limited and the potential for improvement is uneven: for example, property tax revenue per capita in the Caribbean is one third of the figure in the Andean countries (Sánchez and España, 2014).²

The main challenge facing the region is extending the full benefits of a sustainable and productive urbanization to all residents of the region's cities. Unsustainable urbanization punishes the poorest the most, while the lack of social inclusion erodes the effectiveness of mitigation actions. In addition, a decline in urban productivity affects national development and the chances to prosper of those who need it most. Therefore, in the urban area, there is a need to integrate policies that pursue equity with those that promote sustainability and productivity, and to do so in coordination with the local communities and private sector. The majority of cities in LAC lack employment promotion programs, support for local economic development, and innovation hubs or centers (Engel and del Palacio, 2009). In this sense, it is important to explore new models of local development and improve the interaction with the private sector, for example in the design, distribution of risks and management of PPPs (Gausch et al., 2014). In this way, promoting ideas such as green infrastructure, pop-up urbanism, alternative and renewable energies, Big Data, smart cities, creative industries, artificial intelligence and other emerging technologies, and novel processes and models for civic engagement and urban solutions development, can all contribute to an improved urbanization process and overall functioning of cities.

One such novel model for urban solutions development is that of public or civic innovation “laboratories”, which have been popping up in cities in recent years around the world in response to the need to find new and creative solutions to the growing demands of citizens today. Following recent trends in the private sector with laboratories and incubators for advancing technologies, these “laboratories” can be created within public institutions and serve as mechanisms for promoting and managing change from within. These “laboratories” use a variety of methodologies to ideate and implement projects, however, *design thinking* is one of the methodological frameworks most often used to solve complex problems creatively. *Design thinking* is a methodology for solving problems which has become popular in the last decade for its effectiveness in innovation processes. It is centered on an iterative process that attempts to properly identify and define a problem, ideate solutions, and continuously improve these ideas through prototyping or experimenting. These prototypes are evaluated for functionality and feasibility and constantly improved and retried, feeding back into this iterative process leading to a process of constant innovation. Nowadays, this methodology has been adopted worldwide by different organizations, both public and private, to propose new systems, services, products, and

² Urban Development and Housing Sector Framework Document. Housing and Urban Development Division. IADB. October 2016.

businesses. Exploring, prototyping and evaluating new possibilities in sustainable urban development requires access to available information on best case practices and models of innovative urban interventions. By creating a laboratory for urban innovation within the IDB, this type of space can be generated that can influence decision-making and the implementation of best practices in cities with the objective of improving economic, social and environmental sustainability.

With an intention to enhance the Bank's efforts to incorporate climate change and sustainable development considerations into its operations, the Board approved (GN-2845-1) the creation of the new Sustainable Development and Climate Change (CSD) Department, which incorporates the divisions of RND, CCS and the new Division of Housing and Urban Development (HUD), a hybrid product of the merger of the FMM urban cluster and the Emerging and Sustainable Cities Initiative (ESCI). To achieve its objectives, CSD must also support climate change and sustainability issues in other sectors (IFD, INE, SCL and the IIC), offer innovative technical coordination of specialized initiatives and funds, and disseminate state-of-the-art research in support of the integration of climate change and sustainability programs. At the same time, it must maintain and support a network of cities in the region to socialize said knowledge, lessons learned and best practices.

The HUD Sectoral Framework (GN-2732-6) proposes to work in four action areas (institutions, urban public services, housing and habitat), along with the transversal issue of sustainable development (environmental, social and economic), proposing in certain cases the adoption of innovative technologies and models. For example: i) for institutions, it has been proposed to further develop the use of information and communication technologies (access to big data and use of georeferenced systems) to promote strategies for incentivizing urban economic activity (special districts, promotion of creative economies, among others), and leverage technological infrastructure and processes to increase transparency and efficiency of urban management; ii) the second area promotes access to sustainable urban services, especially for vulnerable populations, by promoting the use of non-motorized transport and mass public transport, or incorporating innovations in green infrastructure and technologies to improve efficiency in the provision of urban services; iii) in housing, it has been proposed to improve the regulatory framework to favor the participation of the private sector, promote the use of fiscal incentives for the adoption of green technologies, and work on the incorporation of sustainable architecture concepts that improve energy efficiency and reduce consumption of resources (including intelligent design, low impact materials and technologies to optimize the use of natural resources); and (iv) in habitat, ways to improve public spaces and spaces of historic value will be sought, along with expanding the quality and supply of urban green areas, and while encouraging initiatives to improve the resilience of cities.

Consultancy objective(s)

The main objective of this consultancy is to help mainstream innovation and design thinking into urban planning and development in cities of Latin American and the Caribbean (LAC) and into operations development at the IDB Group, through the development and strengthening of a

laboratory (heretofore referred to as the “Cities LAB”) for urban innovation. More specifically, the Cities LAB seeks a contractual to support cities in the LAC region and divisions of the Bank to: (i) develop and prototype innovative solutions for cities in the region, be it directly for the client city or in support of existing operations related to urban issues in various areas of the IDB Group; (ii) connect cities with financing; and (iii) disseminate lessons learned and best practices.

The contractual will provide technical support to promote the necessary actions for the launching and initial implementation of the Cities LAB, which will contribute to the generation of innovative practices and processes within the realm of urban issues through the offering of services to cities under a cross-cutting and integral business model, and in support of specific demands from cities by identifying and prioritizing urban problems/ideas presented by cities and rapidly transform them into actionable multi-sectoral solutions and develop proposals and plans of support.

Main activities

Specifically, the selected candidate will:

1. Provide technical support to the Cities LAB to identify opportunities and interpret demands of clients and to facilitate successful origination, design, and implementation of multi-sectoral TC projects to foster city innovations and sustainability.
2. Develop new and foster existing strategic alliances and partnerships to expand the outreach of the Cities LAB and to provide resources to cities.
3. Advice, review, and validate deliverables to ensure the quality of TCs products
4. Organize and participate in missions to support design and execution of TCs

The contractual will deliver regular reports that will summarize the observations and / or recommendations regarding the status of TCs and partnerships development.

Qualifications

- *Academic Degree/ Level & Years of Professional Work Experience:* Master's degree or equivalent, a minimum of five years of relevant professional experience, or the equivalent combination of education and experience, in Urban and Regional Planning, Urban Design, Architecture (with urban focus), International Relations or other related disciplines.
- *Languages:* Fluent in Spanish and English, other languages are a plus
- *Areas of Expertise:* Minimum of 3 years' working experience in applying theoretical and practical knowledge in housing, and urban development and activities related to the ToR, particularly knowledge, research and analysis.
- *Skills:*
 - **Sector Expertise:** Ability to understand the issues and keep abreast of new developments relevant to different areas of housing and urban development.
 - **Project Management:** Ability to work in teams in the operations financed by the Bank through the various project stages (i.e., identification, design, execution and evaluation).
 - **Teamwork:** Ability to resolve conflicts collaboratively, build consensus and negotiate effectively.

- **Technical Leadership:** Capacity to provide technical leadership while encouraging teamwork.
- **Service Orientation:** Ability to understand stakeholder motivations and relationships, and to partner with them to resolve issues and challenges.
- **Analysis and Problem Solving:** Ability to make critical decisions based on systematic analysis and sound judgment.
- **Initiative and Drive for Results:** Capacity to work independently and resourcefully in response to client's demands, demonstrating motivation to produce quality outputs, and working diligently to meet deadlines.
- **Organizational Savvy:** Excellent organizational skills and ability to create internal network in the area of responsibility.

Characteristics of the Consultancy

- *Contractual category and modality:* Individual International - Temporary Term Contractual, Monthly
- *Contract duration:* 12 months
- *Place(s) of work:* Headquarters
- *Payment:* biweekly
- *Responsible person:* Andres G. Blanco Blanco, Fiscal and Municipal Management Senior Specialist, in the Housing and Urban Development Division (CSD/HUD) ABLANCO@iadb.org.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, candidates must be citizens of an IDB member country.

Visa and Work Permit: The Bank, pursuant to applicable policies, may submit a visa request to the applicable immigration authorities; however, the granting of the visa is at the discretion of the immigration authorities. Notwithstanding, it is the responsibility of the candidate to obtain the necessary visa or work permits required by the authorities of the country(ies) in which the services will be rendered to the Bank. If a candidate cannot obtain a visa or work permit to render services to the Bank the contractual offer will be rescinded

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the Bank as staff members or Complementary Workforce contractuels, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDs status. We encourage women, Afro-descendants and persons of indigenous origins to apply.

Regional RG-T2983 Support for the development of a laboratory for urban innovation in cities of LAC.

CSD/HUD

Design and implementation of pilot projects in urban development

TERMS OF REFERENCE

Background

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

The region of Latin America and the Caribbean (LAC) is the second most urbanized in the world, with a rate of urbanization that grew from 41% to 79% between 1950 and 2010, and that has currently reached 81%. Cities continue being the main driver of economic and social development, with 60% of GDP in LAC being generated by the region’s 198 cities that are home to over 200,000 inhabitants each (Cadena et al., 2011). However, the urban form that characterizes the cities of the region is one of rapid expansion and low population density in a context of high environmental vulnerability (Romero Lankao et al., 2015). The expanded urban form accelerates the consumption of natural resources and diminishes the sustainability of cities and their environment (Angel, 2014), while also increasing motorization and subsequently gas pollutant emissions and traffic congestion. The expansion of the urban footprint hinders governance processes, since it requires greater coordination among government institutions and service providers, which is critically important for sustainable urbanization coupled with environmental risk management (Romero Lankao, 2015). Further, the spread of low-density urbanized areas reduces the advantages of agglomeration economies (Glaeser, 2011) and raises the cost of expanding water, sanitation, and waste management networks, the time and resources devoted to transportation, GHG emissions (Liddle, 2013), and the occupation of polluted land areas or high disaster risk areas (UN-Habitat, 2016).

In sum, after more than 50 years of urban growth, the region exhibits an unsustainable urbanization pattern, both because of its extensive use of land and because of its low level of productivity and high level of social exclusion. The main characteristics of current urbanization in LAC are an expanded urban form, stagnant productivity, vegetative demographic growth, and societal inequality.¹

¹ Urban Development and Housing Sector Framework Document. Housing and Urban Development Division. IADB. October 2016.

The valuable improvements in the region's social indicators are not enough to close the gaps in access to housing and urban public services or to significantly improve the urban habitat and urban governance (World Bank, 2013). Most cities face serious problems in managing their territory, protecting their historical heritage, and providing quality public spaces. However, major difficulties persist in institutionalizing territorial planning, coordinating the development plans of different jurisdictions, and creating long-term urban policies (ESCI, 2015). In all countries, public spaces need to be better maintained and improved; insecurity rates in cities in LAC continue to be the highest in the world (IDB, 2014). Lastly, the fiscal capacity of governments is limited and the potential for improvement is uneven: for example, property tax revenue per capita in the Caribbean is one third of the figure in the Andean countries (Sánchez and España, 2014).²

The main challenge facing the region is extending the full benefits of a sustainable and productive urbanization to all residents of the region's cities. Unsustainable urbanization punishes the poorest the most, while the lack of social inclusion erodes the effectiveness of mitigation actions. In addition, a decline in urban productivity affects national development and the chances to prosper of those who need it most. Therefore, in the urban area, there is a need to integrate policies that pursue equity with those that promote sustainability and productivity, and to do so in coordination with the local communities and private sector. The majority of cities in LAC lack employment promotion programs, support for local economic development, and innovation hubs or centers (Engel and del Palacio, 2009). In this sense, it is important to explore new models of local development and improve the interaction with the private sector, for example in the design, distribution of risks and management of PPPs (Gausch et al., 2014). In this way, promoting ideas such as green infrastructure, pop-up urbanism, alternative and renewable energies, Big Data, smart cities, creative industries, artificial intelligence and other emerging technologies, and novel processes and models for civic engagement and urban solutions development, can all contribute to an improved urbanization process and overall functioning of cities.

One such novel model for urban solutions development is that of public or civic innovation “laboratories”, which have been popping up in cities in recent years around the world in response to the need to find new and creative solutions to the growing demands of citizens today. Following recent trends in the private sector with laboratories and incubators for advancing technologies, these “laboratories” can be created within public institutions and serve as mechanisms for promoting and managing change from within. These “laboratories” use a variety of methodologies to ideate and implement projects, however, *design thinking* is one of the methodological frameworks most often used to solve complex problems creatively. *Design thinking* is a methodology for solving problems which has become popular in the last decade for its effectiveness in innovation processes. It is centered on an iterative process that attempts to properly identify and define a problem, ideate solutions, and continuously improve these ideas through prototyping or experimenting. These prototypes are evaluated for functionality and feasibility and constantly improved and retried, feeding back into this iterative process leading to a process of constant innovation. Nowadays, this methodology has been adopted worldwide by different organizations, both public and private, to propose new systems, services, products, and

² Urban Development and Housing Sector Framework Document. Housing and Urban Development Division. IADB. October 2016.

businesses. Exploring, prototyping and evaluating new possibilities in sustainable urban development requires access to available information on best case practices and models of innovative urban interventions. By creating a laboratory for urban innovation within the IDB, this type of space can be generated that can influence decision-making and the implementation of best practices in cities with the objective of improving economic, social and environmental sustainability.

With an intention to enhance the Bank's efforts to incorporate climate change and sustainable development considerations into its operations, the Board approved (GN-2845-1) the creation of the new Sustainable Development and Climate Change (CSD) Department, which incorporates the divisions of RND, CCS and the new Division of Housing and Urban Development (HUD), a hybrid product of the merger of the FMM urban cluster and the Emerging and Sustainable Cities Initiative (ESCI). To achieve its objectives, CSD must also support climate change and sustainability issues in other sectors (IFD, INE, SCL and the IIC), offer innovative technical coordination of specialized initiatives and funds, and disseminate state-of-the-art research in support of the integration of climate change and sustainability programs. At the same time, it must maintain and support a network of cities in the region to socialize said knowledge, lessons learned and best practices.

The HUD Sectoral Framework (GN-2732-6) proposes to work in four action areas (institutions, urban public services, housing and habitat), along with the transversal issue of sustainable development (environmental, social and economic), proposing in certain cases the adoption of innovative technologies and models. For example: i) for institutions, it has been proposed to further develop the use of information and communication technologies (access to big data and use of georeferenced systems) to promote strategies for incentivizing urban economic activity (special districts, promotion of creative economies, among others), and leverage technological infrastructure and processes to increase transparency and efficiency of urban management; ii) the second area promotes access to sustainable urban services, especially for vulnerable populations, by promoting the use of non-motorized transport and mass public transport, or incorporating innovations in green infrastructure and technologies to improve efficiency in the provision of urban services; iii) in housing, it has been proposed to improve the regulatory framework to favor the participation of the private sector, promote the use of fiscal incentives for the adoption of green technologies, and work on the incorporation of sustainable architecture concepts that improve energy efficiency and reduce consumption of resources (including intelligent design, low impact materials and technologies to optimize the use of natural resources); and (iv) in habitat, ways to improve public spaces and spaces of historic value will be sought, along with expanding the quality and supply of urban green areas, and while encouraging initiatives to improve the resilience of cities.

Consultancy objective(s)

The main objective of this consultancy is to develop the activities to implement the new ideas elaborated within the Cities LAB. The firm will design and put into practice the pilot projects created by the Cities LAB in order to help mainstream innovation and design thinking into urban

planning and development in cities of Latin American and the Caribbean (LAC) and into operations development at the IDB Group.

Main activities

- Reconnaissance and data collection for the city and selected site, to include stakeholder interviews and site visits, to identify challenges and gaps and potentials for intervention.
- Elaborate design of prototypes or pilot projects. Pilot project designs should include an interactive / participative process to ensure the feasibility and buy-in of the project by the respective stakeholders and community.
- Elaborate implementation plan of pilot project(s) including timing, partners, options for scaling-up and financing mechanisms.
- Capacity building activities to support the capacity of local and national officials to understand, make use of, and replicate activities under this consultancy.

Deliverables

1. Work plan
2. Pilot project proposal
3. Midpoint Presentation
4. Draft Report
5. Final Report (to include Executive Summary and Implementation Plan)
6. Final Presentation

Qualifications

- The consulting firm must have at least 15 years of experience in in the area of urban development, urban planning, urban innovation, design thinking, local economic development, tactical urbanism, or similar.
- The project team leader (who must be a Partner at the firm) must hold at least a Master's degree in urban planning, urban studies, urban economics or a similar field, and should have at least 10 years of professional experience in research, design, and implementation of urban development projects in both developing and developed countries.
- Multidisciplinary team. Key personnel must have expertise in urban regeneration, urban design, urban planning, urban development, or similar, in developing countries.
- Knowledge of the institutional, legal framework of financial schemes associated with urban development.

Characteristics of the Consultancy

- *Contractual category and modality:* International Consultancy Firm
- *Place(s) of work:* External Consultancy
- *Payment:* lumpsum
- *Responsible person:* Andres G. Blanco Blanco, Fiscal and Municipal Management Senior Specialist, in the Housing and Urban Development Division (CSD/HUD)
ABLANCO@iadb.org.

Regional RG-T2983 Support for the development of a laboratory for urban innovation in cities of LAC.

CSD/HUD

Contractual to provide technical support and technical review of Cities LAB pilot projects

TERMS OF REFERENCE

Background

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

The region of Latin America and the Caribbean (LAC) is the second most urbanized in the world, with a rate of urbanization that grew from 41% to 79% between 1950 and 2010, and that has currently reached 81%. Cities continue being the main driver of economic and social development, with 60% of GDP in LAC being generated by the region’s 198 cities that are home to over 200,000 inhabitants each (Cadena et al., 2011). However, the urban form that characterizes the cities of the region is one of rapid expansion and low population density in a context of high environmental vulnerability (Romero Lankao et al., 2015). The expanded urban form accelerates the consumption of natural resources and diminishes the sustainability of cities and their environment (Angel, 2014), while also increasing motorization and subsequently gas pollutant emissions and traffic congestion. The expansion of the urban footprint hinders governance processes, since it requires greater coordination among government institutions and service providers, which is critically important for sustainable urbanization coupled with environmental risk management (Romero Lankao, 2015). Further, the spread of low-density urbanized areas reduces the advantages of agglomeration economies (Glaeser, 2011) and raises the cost of expanding water, sanitation, and waste management networks, the time and resources devoted to transportation, GHG emissions (Liddle, 2013), and the occupation of polluted land areas or high disaster risk areas (UN-Habitat, 2016).

In sum, after more than 50 years of urban growth, the region exhibits an unsustainable urbanization pattern, both because of its extensive use of land and because of its low level of productivity and high level of social exclusion. The main characteristics of current urbanization in LAC are an expanded urban form, stagnant productivity, vegetative demographic growth, and societal inequality.¹

¹ Urban Development and Housing Sector Framework Document. Housing and Urban Development Division. IADB. October 2016.

The valuable improvements in the region's social indicators are not enough to close the gaps in access to housing and urban public services or to significantly improve the urban habitat and urban governance (World Bank, 2013). Most cities face serious problems in managing their territory, protecting their historical heritage, and providing quality public spaces. However, major difficulties persist in institutionalizing territorial planning, coordinating the development plans of different jurisdictions, and creating long-term urban policies (ESCI, 2015). In all countries, public spaces need to be better maintained and improved; insecurity rates in cities in LAC continue to be the highest in the world (IDB, 2014). Lastly, the fiscal capacity of governments is limited and the potential for improvement is uneven: for example, property tax revenue per capita in the Caribbean is one third of the figure in the Andean countries (Sánchez and España, 2014).²

The main challenge facing the region is extending the full benefits of a sustainable and productive urbanization to all residents of the region's cities. Unsustainable urbanization punishes the poorest the most, while the lack of social inclusion erodes the effectiveness of mitigation actions. In addition, a decline in urban productivity affects national development and the chances to prosper of those who need it most. Therefore, in the urban area, there is a need to integrate policies that pursue equity with those that promote sustainability and productivity, and to do so in coordination with the local communities and private sector. The majority of cities in LAC lack employment promotion programs, support for local economic development, and innovation hubs or centers (Engel and del Palacio, 2009). In this sense, it is important to explore new models of local development and improve the interaction with the private sector, for example in the design, distribution of risks and management of PPPs (Gausch et al., 2014). In this way, promoting ideas such as green infrastructure, pop-up urbanism, alternative and renewable energies, Big Data, smart cities, creative industries, artificial intelligence and other emerging technologies, and novel processes and models for civic engagement and urban solutions development, can all contribute to an improved urbanization process and overall functioning of cities.

One such novel model for urban solutions development is that of public or civic innovation “laboratories”, which have been popping up in cities in recent years around the world in response to the need to find new and creative solutions to the growing demands of citizens today. Following recent trends in the private sector with laboratories and incubators for advancing technologies, these “laboratories” can be created within public institutions and serve as mechanisms for promoting and managing change from within. These “laboratories” use a variety of methodologies to ideate and implement projects, however, *design thinking* is one of the methodological frameworks most often used to solve complex problems creatively. *Design thinking* is a methodology for solving problems which has become popular in the last decade for its effectiveness in innovation processes. It is centered on an iterative process that attempts to properly identify and define a problem, ideate solutions, and continuously improve these ideas through prototyping or experimenting. These prototypes are evaluated for functionality and feasibility and constantly improved and retried, feeding back into this iterative process leading to a process of constant innovation. Nowadays, this methodology has been adopted worldwide by different organizations, both public and private, to propose new systems, services, products, and

² Urban Development and Housing Sector Framework Document. Housing and Urban Development Division. IADB. October 2016.

businesses. Exploring, prototyping and evaluating new possibilities in sustainable urban development requires access to available information on best case practices and models of innovative urban interventions. By creating a laboratory for urban innovation within the IDB, this type of space can be generated that can influence decision-making and the implementation of best practices in cities with the objective of improving economic, social and environmental sustainability.

With an intention to enhance the Bank's efforts to incorporate climate change and sustainable development considerations into its operations, the Board approved (GN-2845-1) the creation of the new Sustainable Development and Climate Change (CSD) Department, which incorporates the divisions of RND, CCS and the new Division of Housing and Urban Development (HUD), a hybrid product of the merger of the FMM urban cluster and the Emerging and Sustainable Cities Initiative (ESCI). To achieve its objectives, CSD must also support climate change and sustainability issues in other sectors (IFD, INE, SCL and the IIC), offer innovative technical coordination of specialized initiatives and funds, and disseminate state-of-the-art research in support of the integration of climate change and sustainability programs. At the same time, it must maintain and support a network of cities in the region to socialize said knowledge, lessons learned and best practices.

The HUD Sectoral Framework (GN-2732-6) proposes to work in four action areas (institutions, urban public services, housing and habitat), along with the transversal issue of sustainable development (environmental, social and economic), proposing in certain cases the adoption of innovative technologies and models. For example: i) for institutions, it has been proposed to further develop the use of information and communication technologies (access to big data and use of georeferenced systems) to promote strategies for incentivizing urban economic activity (special districts, promotion of creative economies, among others), and leverage technological infrastructure and processes to increase transparency and efficiency of urban management; ii) the second area promotes access to sustainable urban services, especially for vulnerable populations, by promoting the use of non-motorized transport and mass public transport, or incorporating innovations in green infrastructure and technologies to improve efficiency in the provision of urban services; iii) in housing, it has been proposed to improve the regulatory framework to favor the participation of the private sector, promote the use of fiscal incentives for the adoption of green technologies, and work on the incorporation of sustainable architecture concepts that improve energy efficiency and reduce consumption of resources (including intelligent design, low impact materials and technologies to optimize the use of natural resources); and (iv) in habitat, ways to improve public spaces and spaces of historic value will be sought, along with expanding the quality and supply of urban green areas, and while encouraging initiatives to improve the resilience of cities.

Consultancy objective(s)

The contractual will provide technical review and support of the pilot projects developed by firms for the Cities LAB. The technical inputs provided by this contractual will contribute to the

generation of innovative practices and processes within the realm of urban issues in client cities of the Bank and within the Bank.

Main activities

The selected candidate will provide technical advisory services to the consulting firm(s) to ensure effective and coordinated development and delivery of quality products. The candidate will also review the reports and technical studies sent by the consulting firm(s) to the Bank during the formulation and implementation of the pilot projects within the framework of the Technical Cooperation.

The contractual must evaluate the proposals and other deliverables according to the following criteria:

- General quality of the products, including the technical rigor and assumptions included in the diagnosis and design phase;
- The level of institutional validation of other key actors during the design of proposals;
- The relevance of the products to advance innovation in the region.

The contractual's work will be reflected in results reports that will summarize the observations and / or recommendations made by the contractual with relation to the deliverables, explaining how they were handled by the consulting firm(s).

Therefore, the selected candidate must:

- Contribute to the preparation of project documents by providing the technical knowledge and advice (profiles, proposals, operations plans, progress and monitoring reports, etc.) associated with the pilot project(s).
- Accompany the technical dialogue with local authorities and the consulting firm(s) to ensure an adequate development of the products related to the pilot project(s)
- Ensure effective compliance with the conditions foreseen for the execution of the pilot project(s).
- Participate in missions and workshops related to the pilot project(s) and the execution of this TC, making technical contributions to the scope of the agreed commitments during them.
- Deliver a knowledge systematization report to illustrate good practices and identify opportunities for replication and scaling of the pilot project.

Reports / Deliverables

The selected candidate must submit quarterly reports of the activities carried out. All reports must be submitted to the Bank in an electronic file. The report should include a cover page, main

document, and all annexes. Files in Zip format will not be accepted as final reports due to the regulations of the Archives Administration Section.

Qualifications

- *Academic Degree/ Level & Years of Professional Work Experience:* Master's degree or equivalent, a minimum of five years of relevant professional experience, or the equivalent combination of education and experience, in Urban and Regional Planning, Urban Design, Architecture (with urban focus), International Relations or other related disciplines.
- *Languages:* Fluent in Spanish and English, other languages are a plus
- *Areas of Expertise:* Minimum of 3 years' working experience in applying theoretical and practical knowledge in housing, and urban development and activities related to the ToR, particularly knowledge, research and analysis.
- *Skills:*
 - **Sector Expertise:** Ability to understand the issues and keep abreast of new developments relevant to different areas of housing and urban development.
 - **Project Management:** Ability to work in teams in the operations financed by the Bank through the various project stages (i.e., identification, design, execution and evaluation).
 - **Teamwork:** Ability to resolve conflicts collaboratively, build consensus and negotiate effectively.
 - **Technical Leadership:** Capacity to provide technical leadership while encouraging teamwork.
 - **Service Orientation:** Ability to understand stakeholder motivations and relationships, and to partner with them to resolve issues and challenges.
 - **Analysis and Problem Solving:** Ability to make critical decisions based on systematic analysis and sound judgment.
 - **Initiative and Drive for Results:** Capacity to work independently and resourcefully in response to client's demands, demonstrating motivation to produce quality outputs, and working diligently to meet deadlines.
 - **Organizational Savvy:** Excellent organizational skills and ability to create internal network in the area of responsibility.

Characteristics of the Consultancy

- *Contractual category and modality:* Individual International - Temporary Term Contractual, Monthly
- *Contract duration:* 12 months
- *Place(s) of work:* Headquarters
- *Payment:* biweekly
- *Responsible person:* Andres G. Blanco Blanco, Fiscal and Municipal Management Senior Specialist, in the Housing and Urban Development Division (CSD/HUD)
ABLANCO@iadb.org.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, candidates must be citizens of an IDB member country.

Visa and Work Permit: The Bank, pursuant to applicable policies, may submit a visa request to the applicable immigration authorities; however, the granting of the visa is at the discretion of the immigration authorities. Notwithstanding, it is the responsibility of the candidate to obtain the necessary visa or work permits required by the authorities of the country(ies) in which the services will be rendered to the Bank. If a candidate cannot obtain a visa or work permit to render services to the Bank the contractual offer will be rescinded

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the Bank as staff members or Complementary Workforce contractuels, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDs status. We encourage women, Afro-descendants and persons of indigenous origins to apply.

Regional RG-T2983 Support for the development of a laboratory for urban innovation in cities of LAC.

CSD/HUD

Support to the Cities LAB for impact evaluation of pilot project(s)

TERMS OF REFERENCE

Background

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

The region of Latin America and the Caribbean (LAC) is the second most urbanized in the world, with a rate of urbanization that grew from 41% to 79% between 1950 and 2010, and that has currently reached 81%. Cities continue being the main driver of economic and social development, with 60% of GDP in LAC being generated by the region’s 198 cities that are home to over 200,000 inhabitants each (Cadena et al., 2011). However, the urban form that characterizes the cities of the region is one of rapid expansion and low population density in a context of high environmental vulnerability (Romero Lankao et al., 2015). The expanded urban form accelerates the consumption of natural resources and diminishes the sustainability of cities and their environment (Angel, 2014), while also increasing motorization and subsequently gas pollutant emissions and traffic congestion. The expansion of the urban footprint hinders governance processes, since it requires greater coordination among government institutions and service providers, which is critically important for sustainable urbanization coupled with environmental risk management (Romero Lankao, 2015). Further, the spread of low-density urbanized areas reduces the advantages of agglomeration economies (Glaeser, 2011) and raises the cost of expanding water, sanitation, and waste management networks, the time and resources devoted to transportation, GHG emissions (Liddle, 2013), and the occupation of polluted land areas or high disaster risk areas (UN-Habitat, 2016).

In sum, after more than 50 years of urban growth, the region exhibits an unsustainable urbanization pattern, both because of its extensive use of land and because of its low level of productivity and high level of social exclusion. The main characteristics of current urbanization in LAC are an expanded urban form, stagnant productivity, vegetative demographic growth, and societal inequality.¹

¹ Urban Development and Housing Sector Framework Document. Housing and Urban Development Division. IADB. October 2016.

The valuable improvements in the region's social indicators are not enough to close the gaps in access to housing and urban public services or to significantly improve the urban habitat and urban governance (World Bank, 2013). Most cities face serious problems in managing their territory, protecting their historical heritage, and providing quality public spaces. However, major difficulties persist in institutionalizing territorial planning, coordinating the development plans of different jurisdictions, and creating long-term urban policies (ESCI, 2015). In all countries, public spaces need to be better maintained and improved; insecurity rates in cities in LAC continue to be the highest in the world (IDB, 2014). Lastly, the fiscal capacity of governments is limited and the potential for improvement is uneven: for example, property tax revenue per capita in the Caribbean is one third of the figure in the Andean countries (Sánchez and España, 2014).²

The main challenge facing the region is extending the full benefits of a sustainable and productive urbanization to all residents of the region's cities. Unsustainable urbanization punishes the poorest the most, while the lack of social inclusion erodes the effectiveness of mitigation actions. In addition, a decline in urban productivity affects national development and the chances to prosper of those who need it most. Therefore, in the urban area, there is a need to integrate policies that pursue equity with those that promote sustainability and productivity, and to do so in coordination with the local communities and private sector. The majority of cities in LAC lack employment promotion programs, support for local economic development, and innovation hubs or centers (Engel and del Palacio, 2009). In this sense, it is important to explore new models of local development and improve the interaction with the private sector, for example in the design, distribution of risks and management of PPPs (Gausch et al., 2014). In this way, promoting ideas such as green infrastructure, pop-up urbanism, alternative and renewable energies, Big Data, smart cities, creative industries, artificial intelligence and other emerging technologies, and novel processes and models for civic engagement and urban solutions development, can all contribute to an improved urbanization process and overall functioning of cities.

One such novel model for urban solutions development is that of public or civic innovation “laboratories”, which have been popping up in cities in recent years around the world in response to the need to find new and creative solutions to the growing demands of citizens today. Following recent trends in the private sector with laboratories and incubators for advancing technologies, these “laboratories” can be created within public institutions and serve as mechanisms for promoting and managing change from within. These “laboratories” use a variety of methodologies to ideate and implement projects, however, *design thinking* is one of the methodological frameworks most often used to solve complex problems creatively. *Design thinking* is a methodology for solving problems which has become popular in the last decade for its effectiveness in innovation processes. It is centered on an iterative process that attempts to properly identify and define a problem, ideate solutions, and continuously improve these ideas through prototyping or experimenting. These prototypes are evaluated for functionality and feasibility and constantly improved and retried, feeding back into this iterative process leading to a process of constant innovation. Nowadays, this methodology has been adopted worldwide by different organizations, both public and private, to propose new systems, services, products, and

² Urban Development and Housing Sector Framework Document. Housing and Urban Development Division. IADB. October 2016.

businesses. Exploring, prototyping and evaluating new possibilities in sustainable urban development requires access to available information on best case practices and models of innovative urban interventions. By creating a laboratory for urban innovation within the IDB, this type of space can be generated that can influence decision-making and the implementation of best practices in cities with the objective of improving economic, social and environmental sustainability.

With an intention to enhance the Bank's efforts to incorporate climate change and sustainable development considerations into its operations, the Board approved (GN-2845-1) the creation of the new Sustainable Development and Climate Change (CSD) Department, which incorporates the divisions of RND, CCS and the new Division of Housing and Urban Development (HUD), a hybrid product of the merger of the FMM urban cluster and the Emerging and Sustainable Cities Initiative (ESCI). To achieve its objectives, CSD must also support climate change and sustainability issues in other sectors (IFD, INE, SCL and the IIC), offer innovative technical coordination of specialized initiatives and funds, and disseminate state-of-the-art research in support of the integration of climate change and sustainability programs. At the same time, it must maintain and support a network of cities in the region to socialize said knowledge, lessons learned and best practices.

The HUD Sectoral Framework (GN-2732-6) proposes to work in four action areas (institutions, urban public services, housing and habitat), along with the transversal issue of sustainable development (environmental, social and economic), proposing in certain cases the adoption of innovative technologies and models. For example: i) for institutions, it has been proposed to further develop the use of information and communication technologies (access to big data and use of georeferenced systems) to promote strategies for incentivizing urban economic activity (special districts, promotion of creative economies, among others), and leverage technological infrastructure and processes to increase transparency and efficiency of urban management; ii) the second area promotes access to sustainable urban services, especially for vulnerable populations, by promoting the use of non-motorized transport and mass public transport, or incorporating innovations in green infrastructure and technologies to improve efficiency in the provision of urban services; iii) in housing, it has been proposed to improve the regulatory framework to favor the participation of the private sector, promote the use of fiscal incentives for the adoption of green technologies, and work on the incorporation of sustainable architecture concepts that improve energy efficiency and reduce consumption of resources (including intelligent design, low impact materials and technologies to optimize the use of natural resources); and (iv) in habitat, ways to improve public spaces and spaces of historic value will be sought, along with expanding the quality and supply of urban green areas, and while encouraging initiatives to improve the resilience of cities.

Consultancy objective(s)

The main objective of this consultancy is to conduct an impact evaluation of the pilot project(s) carried out by the Cities LAB. The firm will evaluate project(s) for impact and effects of the intervention(s), looking at added value, cost-effectiveness, scalability and replicability.

Main activities

- Site review of pilot project site, to include stakeholder interviews.
- Review of relevant documents and pilot project design(s) and implementation plan.
- Evaluation of pilot project: cost-effectiveness; potential for scalability; potential for replicability; potential for multi-sectorality; community perception / reception; impact on quality of life; effects on community /built environment; accomplishment of goals; etc.
- Development of a report presenting the firm's objective evaluation and including lessons learned, recommendations for improvement, and recommendations for next steps.

Deliverables

1. Work plan and Technical proposal of methodology to be used
2. Midpoint Presentation
3. Draft Report
4. Final Report
5. Final Presentation

Qualifications

- The consulting firm must have at least 15 years of experience in in the area of urban development, urban planning, urban innovation, design thinking, local economic development, tactical urbanism, impact evaluations, urban economics, social sciences, or similar.
- The project team leader (who must be a Partner at the firm) must hold at least a Master's degree in urban planning, urban studies, urban economics, social sciences, or a similar field, and should have at least 10 years of professional experience in research, design, and implementation and evaluation of urban development projects in both developing and developed countries.
- Multidisciplinary team. Key personnel must have expertise in urban regeneration, urban design, urban planning, urban development, or similar, in developing countries.
- Knowledge of the institutional, legal framework of financial schemes associated with urban development.

Characteristics of the Consultancy

- *Contractual category and modality:* International Consultancy Firm
- *Place(s) of work:* External Consultancy
- *Payment:* lumpsum
- *Responsible person:* Andres G. Blanco Blanco, Fiscal and Municipal Management Senior Specialist, in the Housing and Urban Development Division (CSD/HUD)
ABLANCO@iadb.org.

Regional RG-T2983 Support for the development of a laboratory for urban innovation in cities of LAC.

CSD/HUD

Contractual to provide technical review and evaluation of completed Cities LAB pilot projects

TERMS OF REFERENCE

Background

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

The region of Latin America and the Caribbean (LAC) is the second most urbanized in the world, with a rate of urbanization that grew from 41% to 79% between 1950 and 2010, and that has currently reached 81%. Cities continue being the main driver of economic and social development, with 60% of GDP in LAC being generated by the region’s 198 cities that are home to over 200,000 inhabitants each (Cadena et al., 2011). However, the urban form that characterizes the cities of the region is one of rapid expansion and low population density in a context of high environmental vulnerability (Romero Lankao et al., 2015). The expanded urban form accelerates the consumption of natural resources and diminishes the sustainability of cities and their environment (Angel, 2014), while also increasing motorization and subsequently gas pollutant emissions and traffic congestion. The expansion of the urban footprint hinders governance processes, since it requires greater coordination among government institutions and service providers, which is critically important for sustainable urbanization coupled with environmental risk management (Romero Lankao, 2015). Further, the spread of low-density urbanized areas reduces the advantages of agglomeration economies (Glaeser, 2011) and raises the cost of expanding water, sanitation, and waste management networks, the time and resources devoted to transportation, GHG emissions (Liddle, 2013), and the occupation of polluted land areas or high disaster risk areas (UN-Habitat, 2016).

In sum, after more than 50 years of urban growth, the region exhibits an unsustainable urbanization pattern, both because of its extensive use of land and because of its low level of productivity and high level of social exclusion. The main characteristics of current urbanization in LAC are an expanded urban form, stagnant productivity, vegetative demographic growth, and societal inequality.¹

¹ Urban Development and Housing Sector Framework Document. Housing and Urban Development Division. IADB. October 2016.

The valuable improvements in the region's social indicators are not enough to close the gaps in access to housing and urban public services or to significantly improve the urban habitat and urban governance (World Bank, 2013). Most cities face serious problems in managing their territory, protecting their historical heritage, and providing quality public spaces. However, major difficulties persist in institutionalizing territorial planning, coordinating the development plans of different jurisdictions, and creating long-term urban policies (ESCI, 2015). In all countries, public spaces need to be better maintained and improved; insecurity rates in cities in LAC continue to be the highest in the world (IDB, 2014). Lastly, the fiscal capacity of governments is limited and the potential for improvement is uneven: for example, property tax revenue per capita in the Caribbean is one third of the figure in the Andean countries (Sánchez and España, 2014).²

The main challenge facing the region is extending the full benefits of a sustainable and productive urbanization to all residents of the region's cities. Unsustainable urbanization punishes the poorest the most, while the lack of social inclusion erodes the effectiveness of mitigation actions. In addition, a decline in urban productivity affects national development and the chances to prosper of those who need it most. Therefore, in the urban area, there is a need to integrate policies that pursue equity with those that promote sustainability and productivity, and to do so in coordination with the local communities and private sector. The majority of cities in LAC lack employment promotion programs, support for local economic development, and innovation hubs or centers (Engel and del Palacio, 2009). In this sense, it is important to explore new models of local development and improve the interaction with the private sector, for example in the design, distribution of risks and management of PPPs (Gausch et al., 2014). In this way, promoting ideas such as green infrastructure, pop-up urbanism, alternative and renewable energies, Big Data, smart cities, creative industries, artificial intelligence and other emerging technologies, and novel processes and models for civic engagement and urban solutions development, can all contribute to an improved urbanization process and overall functioning of cities.

One such novel model for urban solutions development is that of public or civic innovation “laboratories”, which have been popping up in cities in recent years around the world in response to the need to find new and creative solutions to the growing demands of citizens today. Following recent trends in the private sector with laboratories and incubators for advancing technologies, these “laboratories” can be created within public institutions and serve as mechanisms for promoting and managing change from within. These “laboratories” use a variety of methodologies to ideate and implement projects, however, *design thinking* is one of the methodological frameworks most often used to solve complex problems creatively. *Design thinking* is a methodology for solving problems which has become popular in the last decade for its effectiveness in innovation processes. It is centered on an iterative process that attempts to properly identify and define a problem, ideate solutions, and continuously improve these ideas through prototyping or experimenting. These prototypes are evaluated for functionality and feasibility and constantly improved and retried, feeding back into this iterative process leading to a process of constant innovation. Nowadays, this methodology has been adopted worldwide by different organizations, both public and private, to propose new systems, services, products, and

² Urban Development and Housing Sector Framework Document. Housing and Urban Development Division. IADB. October 2016.

businesses. Exploring, prototyping and evaluating new possibilities in sustainable urban development requires access to available information on best case practices and models of innovative urban interventions. By creating a laboratory for urban innovation within the IDB, this type of space can be generated that can influence decision-making and the implementation of best practices in cities with the objective of improving economic, social and environmental sustainability.

With an intention to enhance the Bank's efforts to incorporate climate change and sustainable development considerations into its operations, the Board approved (GN-2845-1) the creation of the new Sustainable Development and Climate Change (CSD) Department, which incorporates the divisions of RND, CCS and the new Division of Housing and Urban Development (HUD), a hybrid product of the merger of the FMM urban cluster and the Emerging and Sustainable Cities Initiative (ESCI). To achieve its objectives, CSD must also support climate change and sustainability issues in other sectors (IFD, INE, SCL and the IIC), offer innovative technical coordination of specialized initiatives and funds, and disseminate state-of-the-art research in support of the integration of climate change and sustainability programs. At the same time, it must maintain and support a network of cities in the region to socialize said knowledge, lessons learned and best practices.

The HUD Sectoral Framework (GN-2732-6) proposes to work in four action areas (institutions, urban public services, housing and habitat), along with the transversal issue of sustainable development (environmental, social and economic), proposing in certain cases the adoption of innovative technologies and models. For example: i) for institutions, it has been proposed to further develop the use of information and communication technologies (access to big data and use of georeferenced systems) to promote strategies for incentivizing urban economic activity (special districts, promotion of creative economies, among others), and leverage technological infrastructure and processes to increase transparency and efficiency of urban management; ii) the second area promotes access to sustainable urban services, especially for vulnerable populations, by promoting the use of non-motorized transport and mass public transport, or incorporating innovations in green infrastructure and technologies to improve efficiency in the provision of urban services; iii) in housing, it has been proposed to improve the regulatory framework to favor the participation of the private sector, promote the use of fiscal incentives for the adoption of green technologies, and work on the incorporation of sustainable architecture concepts that improve energy efficiency and reduce consumption of resources (including intelligent design, low impact materials and technologies to optimize the use of natural resources); and (iv) in habitat, ways to improve public spaces and spaces of historic value will be sought, along with expanding the quality and supply of urban green areas, and while encouraging initiatives to improve the resilience of cities.

Consultancy objective(s)

The contractual will provide technical support and advice to external consulting firms for the impact evaluation of Technical Cooperation (TC) pilot projects.

Main activities

The selected candidate will:

1. Support all the activities related the implementation, management, and evaluation of projects in continuation of the multi-sectoral effort of the Cities LAB; coordinate review of best practices and impact evaluations.
2. Use project management tools and techniques to facilitate successful execution of project evaluations under this TC, ensuring that outputs/outcomes are produced corresponding to the schedule;
3. Contribute to the preparation of project documents by providing the technical knowledge and advice (profiles, evaluation of proposals and operations plans, progress and monitoring reports, etc.) associated with the evaluation of the pilot project(s).
4. Coordinate and facilitate the communication with national and local authorities in the target countries and external consultants for better collaboration;
5. Accompany the technical dialogue with local authorities and the consulting firm(s) to ensure an adequate development of the products related to the pilot project(s)
6. Organize and participate in missions related to project evaluation and provide technical contributions to dialogue during said missions;
7. Provide technical review of the reports and deliverables submitted by external consultants to ensure that they are good quality.

Reports / Deliverables

The selected candidate must submit quarterly reports of the activities carried out. All reports must be submitted to the Bank in an electronic file. The report should include a cover page, main document, and all annexes. Files in Zip format will not be accepted as final reports due to the regulations of the Archives Administration Section.

Qualifications

- *Academic Degree/ Level & Years of Professional Work Experience:* Master's degree or equivalent, a minimum of five years of relevant professional experience, or the equivalent combination of education and experience, in Urban and Regional Planning, Urban Design, Architecture (with urban focus), International Relations or other related disciplines.
- *Languages:* Fluent in Spanish and English, other languages are a plus
- *Areas of Expertise:* Minimum of 3 years' working experience in applying theoretical and practical knowledge in urban planning and/or housing, and urban development activities related to the ToR, particularly knowledge, research, project evaluation and analysis.
- *Skills:*
 - **Sector Expertise:** *Ability to understand the issues and keep abreast of new developments relevant to different areas of housing and urban development.*

- **Project Management:** Ability to work in teams in the operations financed by the Bank through the various project stages (i.e., identification, design, execution and evaluation).
- **Teamwork:** Ability to resolve conflicts collaboratively, build consensus and negotiate effectively.
- **Technical Leadership:** Capacity to provide technical leadership while encouraging teamwork.
- **Service Orientation:** Ability to understand stakeholder motivations and relationships, and to partner with them to resolve issues and challenges.
- **Analysis and Problem Solving:** Ability to make critical decisions based on systematic analysis and sound judgment.
- **Initiative and Drive for Results:** Capacity to work independently and resourcefully in response to client's demands, demonstrating motivation to produce quality outputs, and working diligently to meet deadlines.
- **Organizational Savvy:** Excellent organizational skills and ability to create internal network in the area of responsibility.

Characteristics of the Consultancy

- *Contractual category and modality:* Individual International - Temporary Term Contractual, Monthly
- *Contract duration:* 12 months
- *Place(s) of work:* Headquarters
- *Payment:* biweekly
- *Responsible person:* Andres G. Blanco Blanco, Fiscal and Municipal Management Senior Specialist, in the Housing and Urban Development Division (CSD/HUD) ABLANCO@iadb.org.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, candidates must be citizens of an IDB member country.

Visa and Work Permit: The Bank, pursuant to applicable policies, may submit a visa request to the applicable immigration authorities; however, the granting of the visa is at the discretion of the immigration authorities. Notwithstanding, it is the responsibility of the candidate to obtain the necessary visa or work permits required by the authorities of the country(ies) in which the services will be rendered to the Bank. If a candidate cannot obtain a visa or work permit to render services to the Bank the contractual offer will be rescinded

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the Bank as staff members or Complementary Workforce contractuels, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDs status. We encourage women, Afro-descendants and persons of indigenous origins to apply.

Regional RG-T2983 Support for the development of a laboratory for urban innovation in cities of LAC.

CSD/HUD

Contractual to provide technical support for development of project proposals, loans, design and execution

TERMS OF REFERENCE

Background

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

The region of Latin America and the Caribbean (LAC) is the second most urbanized in the world, with a rate of urbanization that grew from 41% to 79% between 1950 and 2010, and that has currently reached 81%. Cities continue being the main driver of economic and social development, with 60% of GDP in LAC being generated by the region’s 198 cities that are home to over 200,000 inhabitants each (Cadena et al., 2011). However, the urban form that characterizes the cities of the region is one of rapid expansion and low population density in a context of high environmental vulnerability (Romero Lankao et al., 2015). The expanded urban form accelerates the consumption of natural resources and diminishes the sustainability of cities and their environment (Angel, 2014), while also increasing motorization and subsequently gas pollutant emissions and traffic congestion. The expansion of the urban footprint hinders governance processes, since it requires greater coordination among government institutions and service providers, which is critically important for sustainable urbanization coupled with environmental risk management (Romero Lankao, 2015). Further, the spread of low-density urbanized areas reduces the advantages of agglomeration economies (Glaeser, 2011) and raises the cost of expanding water, sanitation, and waste management networks, the time and resources devoted to transportation, GHG emissions (Liddle, 2013), and the occupation of polluted land areas or high disaster risk areas (UN-Habitat, 2016).

In sum, after more than 50 years of urban growth, the region exhibits an unsustainable urbanization pattern, both because of its extensive use of land and because of its low level of productivity and high level of social exclusion. The main characteristics of current urbanization in LAC are an expanded urban form, stagnant productivity, vegetative demographic growth, and societal inequality.¹

¹ Urban Development and Housing Sector Framework Document. Housing and Urban Development Division. IADB. October 2016.

The valuable improvements in the region's social indicators are not enough to close the gaps in access to housing and urban public services or to significantly improve the urban habitat and urban governance (World Bank, 2013). Most cities face serious problems in managing their territory, protecting their historical heritage, and providing quality public spaces. However, major difficulties persist in institutionalizing territorial planning, coordinating the development plans of different jurisdictions, and creating long-term urban policies (ESCI, 2015). In all countries, public spaces need to be better maintained and improved; insecurity rates in cities in LAC continue to be the highest in the world (IDB, 2014). Lastly, the fiscal capacity of governments is limited and the potential for improvement is uneven: for example, property tax revenue per capita in the Caribbean is one third of the figure in the Andean countries (Sánchez and España, 2014).²

The main challenge facing the region is extending the full benefits of a sustainable and productive urbanization to all residents of the region's cities. Unsustainable urbanization punishes the poorest the most, while the lack of social inclusion erodes the effectiveness of mitigation actions. In addition, a decline in urban productivity affects national development and the chances to prosper of those who need it most. Therefore, in the urban area, there is a need to integrate policies that pursue equity with those that promote sustainability and productivity, and to do so in coordination with the local communities and private sector. The majority of cities in LAC lack employment promotion programs, support for local economic development, and innovation hubs or centers (Engel and del Palacio, 2009). In this sense, it is important to explore new models of local development and improve the interaction with the private sector, for example in the design, distribution of risks and management of PPPs (Gausch et al., 2014). In this way, promoting ideas such as green infrastructure, pop-up urbanism, alternative and renewable energies, Big Data, smart cities, creative industries, artificial intelligence and other emerging technologies, and novel processes and models for civic engagement and urban solutions development, can all contribute to an improved urbanization process and overall functioning of cities.

One such novel model for urban solutions development is that of public or civic innovation “laboratories”, which have been popping up in cities in recent years around the world in response to the need to find new and creative solutions to the growing demands of citizens today. Following recent trends in the private sector with laboratories and incubators for advancing technologies, these “laboratories” can be created within public institutions and serve as mechanisms for promoting and managing change from within. These “laboratories” use a variety of methodologies to ideate and implement projects, however, *design thinking* is one of the methodological frameworks most often used to solve complex problems creatively. *Design thinking* is a methodology for solving problems which has become popular in the last decade for its effectiveness in innovation processes. It is centered on an iterative process that attempts to properly identify and define a problem, ideate solutions, and continuously improve these ideas through prototyping or experimenting. These prototypes are evaluated for functionality and feasibility and constantly improved and retried, feeding back into this iterative process leading to a process of constant innovation. Nowadays, this methodology has been adopted worldwide by different organizations, both public and private, to propose new systems, services, products, and

² Urban Development and Housing Sector Framework Document. Housing and Urban Development Division. IADB. October 2016.

businesses. Exploring, prototyping and evaluating new possibilities in sustainable urban development requires access to available information on best case practices and models of innovative urban interventions. By creating a laboratory for urban innovation within the IDB, this type of space can be generated that can influence decision-making and the implementation of best practices in cities with the objective of improving economic, social and environmental sustainability.

With an intention to enhance the Bank's efforts to incorporate climate change and sustainable development considerations into its operations, the Board approved (GN-2845-1) the creation of the new Sustainable Development and Climate Change (CSD) Department, which incorporates the divisions of RND, CCS and the new Division of Housing and Urban Development (HUD), a hybrid product of the merger of the FMM urban cluster and the Emerging and Sustainable Cities Initiative (ESCI). To achieve its objectives, CSD must also support climate change and sustainability issues in other sectors (IFD, INE, SCL and the IIC), offer innovative technical coordination of specialized initiatives and funds, and disseminate state-of-the-art research in support of the integration of climate change and sustainability programs. At the same time, it must maintain and support a network of cities in the region to socialize said knowledge, lessons learned and best practices.

The HUD Sectoral Framework (GN-2732-6) proposes to work in four action areas (institutions, urban public services, housing and habitat), along with the transversal issue of sustainable development (environmental, social and economic), proposing in certain cases the adoption of innovative technologies and models. For example: i) for institutions, it has been proposed to further develop the use of information and communication technologies (access to big data and use of georeferenced systems) to promote strategies for incentivizing urban economic activity (special districts, promotion of creative economies, among others), and leverage technological infrastructure and processes to increase transparency and efficiency of urban management; ii) the second area promotes access to sustainable urban services, especially for vulnerable populations, by promoting the use of non-motorized transport and mass public transport, or incorporating innovations in green infrastructure and technologies to improve efficiency in the provision of urban services; iii) in housing, it has been proposed to improve the regulatory framework to favor the participation of the private sector, promote the use of fiscal incentives for the adoption of green technologies, and work on the incorporation of sustainable architecture concepts that improve energy efficiency and reduce consumption of resources (including intelligent design, low impact materials and technologies to optimize the use of natural resources); and (iv) in habitat, ways to improve public spaces and spaces of historic value will be sought, along with expanding the quality and supply of urban green areas, and while encouraging initiatives to improve the resilience of cities.

Consultancy objective(s)

The contractual will provide technical support to the design, preparation and execution of projects: use specialized technical knowledge to advise on project proposal development and implementation; use project management tools and techniques to facilitate successful execution

of all activities of the TC, ensuring that outputs/outcomes are produced corresponding to the schedule; and coordinate and facilitate the communication with national and local authorities in the target countries and external consultants for better collaboration to derive the good quality of products and to organize and participate in missions and knowledge dissemination workshops.

Main activities

The selected candidate will:

1. Support the implementation process of the newly created Cities LAB developing a novel and improved approach to help the region solve its urban problems, emphasizing multi-sectorality, responsiveness, innovation, and leveraging partnerships. Specifically, provide technical advice and technical support to the activities of the Cities LAB as an instrument to offer services to cities under a cross-cutting and integral business model, and in support of specific demands from cities by identifying and prioritizing urban problems/ideas presented by cities and rapidly transform them into actionable multi-sectoral solutions and develop proposals and plans of support. This includes origination, design, implementation, and scaling of multi-sectoral projects to foster city innovations and sustainability.
2. Provide technical support and advice to cities in linking them directly with Bank operations.
3. Provide technical support and technical advice on activities related to project proposal development, management of projects and other activities to promote urban policies for sustainable, densified, and inclusive cities.
4. Coordinate and facilitate the communication with local authorities in the target countries for better collaboration to derive good quality products and to organize missions.
5. Coordinate the logistics, procurement, outputs and publications derived from the projects organized under the TC.

Reports / Deliverables

The selected candidate must submit at least two separate project / loan documents showing the innovative contribution of the Cities LAB, both in execution phase and in design phase. The selected candidate must also submit quarterly reports of the activities carried out under this consultancy and describe Cities LAB progress toward these two goals: support to IDB operations already in execution, and support to the design of a new IDB loan project.

All reports must be submitted to the Bank in an electronic file. The report should include a cover page, main document, and all annexes. Files in Zip format will not be accepted as final reports due to the regulations of the Archives Administration Section.

Qualifications

- *Academic Degree/ Level & Years of Professional Work Experience:* Master's degree or equivalent, a minimum of five years of relevant professional experience, or the equivalent combination of education and experience, in Urban and Regional Planning, Business

Administration, Urban Design, Architecture (with urban focus), International Relations, project management, or other related disciplines.

- *Languages:* Fluent in Spanish and English, other languages are a plus
- *Areas of Expertise:* Minimum of 3 years' working experience in applying theoretical and practical knowledge in housing, and urban development and activities related to the ToR, particularly knowledge, research and analysis, and project preparation and business plans.
- *Skills:*
 - **Sector Expertise:** Ability to understand the issues and keep abreast of new developments relevant to different areas of housing and urban development.
 - **Project Management:** Ability to work in teams in the operations financed by the Bank through the various project stages (i.e., identification, design, execution and evaluation).
 - **Teamwork:** Ability to resolve conflicts collaboratively, build consensus and negotiate effectively.
 - **Technical Leadership:** Capacity to provide technical leadership while encouraging teamwork.
 - **Service Orientation:** Ability to understand stakeholder motivations and relationships, and to partner with them to resolve issues and challenges.
 - **Analysis and Problem Solving:** Ability to make critical decisions based on systematic analysis and sound judgment.
 - **Initiative and Drive for Results:** Capacity to work independently and resourcefully in response to client's demands, demonstrating motivation to produce quality outputs, and working diligently to meet deadlines.
 - **Organizational Savvy:** Excellent organizational skills and ability to create internal network in the area of responsibility.

Characteristics of the Consultancy

- *Contractual category and modality:* Individual International - Temporary Term Contractual, Monthly
- *Contract duration:* 12 months
- *Place(s) of work:* Headquarters
- *Payment:* biweekly
- *Responsible person:* Andres G. Blanco Blanco, Fiscal and Municipal Management Senior Specialist, in the Housing and Urban Development Division (CSD/HUD)
ABLANCO@iadb.org.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, candidates must be citizens of an IDB member country.

Visa and Work Permit: The Bank, pursuant to applicable policies, may submit a visa request to the applicable immigration authorities; however, the granting of the visa is at the discretion of the

immigration authorities. Notwithstanding, it is the responsibility of the candidate to obtain the necessary visa or work permits required by the authorities of the country(ies) in which the services will be rendered to the Bank. If a candidate cannot obtain a visa or work permit to render services to the Bank the contractual offer will be rescinded

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the Bank as staff members or Complementary Workforce contractuels, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDs status. We encourage women, Afro-descendants and persons of indigenous origins to apply.

Regional RG-T2983 Support for the development of a laboratory for urban innovation in cities of LAC.

CSD/HUD

Contractual to provide technical support for development of third party project proposals and PPPs

TERMS OF REFERENCE

Background

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

The region of Latin America and the Caribbean (LAC) is the second most urbanized in the world, with a rate of urbanization that grew from 41% to 79% between 1950 and 2010, and that has currently reached 81%. Cities continue being the main driver of economic and social development, with 60% of GDP in LAC being generated by the region’s 198 cities that are home to over 200,000 inhabitants each (Cadena et al., 2011). However, the urban form that characterizes the cities of the region is one of rapid expansion and low population density in a context of high environmental vulnerability (Romero Lankao et al., 2015). The expanded urban form accelerates the consumption of natural resources and diminishes the sustainability of cities and their environment (Angel, 2014), while also increasing motorization and subsequently gas pollutant emissions and traffic congestion. The expansion of the urban footprint hinders governance processes, since it requires greater coordination among government institutions and service providers, which is critically important for sustainable urbanization coupled with environmental risk management (Romero Lankao, 2015). Further, the spread of low-density urbanized areas reduces the advantages of agglomeration economies (Glaeser, 2011) and raises the cost of expanding water, sanitation, and waste management networks, the time and resources devoted to transportation, GHG emissions (Liddle, 2013), and the occupation of polluted land areas or high disaster risk areas (UN-Habitat, 2016).

In sum, after more than 50 years of urban growth, the region exhibits an unsustainable urbanization pattern, both because of its extensive use of land and because of its low level of productivity and high level of social exclusion. The main characteristics of current urbanization in LAC are an expanded urban form, stagnant productivity, vegetative demographic growth, and societal inequality.¹

¹ Urban Development and Housing Sector Framework Document. Housing and Urban Development Division. IADB. October 2016.

The valuable improvements in the region's social indicators are not enough to close the gaps in access to housing and urban public services or to significantly improve the urban habitat and urban governance (World Bank, 2013). Most cities face serious problems in managing their territory, protecting their historical heritage, and providing quality public spaces. However, major difficulties persist in institutionalizing territorial planning, coordinating the development plans of different jurisdictions, and creating long-term urban policies (ESCI, 2015). In all countries, public spaces need to be better maintained and improved; insecurity rates in cities in LAC continue to be the highest in the world (IDB, 2014). Lastly, the fiscal capacity of governments is limited and the potential for improvement is uneven: for example, property tax revenue per capita in the Caribbean is one third of the figure in the Andean countries (Sánchez and España, 2014).²

The main challenge facing the region is extending the full benefits of a sustainable and productive urbanization to all residents of the region's cities. Unsustainable urbanization punishes the poorest the most, while the lack of social inclusion erodes the effectiveness of mitigation actions. In addition, a decline in urban productivity affects national development and the chances to prosper of those who need it most. Therefore, in the urban area, there is a need to integrate policies that pursue equity with those that promote sustainability and productivity, and to do so in coordination with the local communities and private sector. The majority of cities in LAC lack employment promotion programs, support for local economic development, and innovation hubs or centers (Engel and del Palacio, 2009). In this sense, it is important to explore new models of local development and improve the interaction with the private sector, for example in the design, distribution of risks and management of PPPs (Gausch et al., 2014). In this way, promoting ideas such as green infrastructure, pop-up urbanism, alternative and renewable energies, Big Data, smart cities, creative industries, artificial intelligence and other emerging technologies, and novel processes and models for civic engagement and urban solutions development, can all contribute to an improved urbanization process and overall functioning of cities.

One such novel model for urban solutions development is that of public or civic innovation “laboratories”, which have been popping up in cities in recent years around the world in response to the need to find new and creative solutions to the growing demands of citizens today. Following recent trends in the private sector with laboratories and incubators for advancing technologies, these “laboratories” can be created within public institutions and serve as mechanisms for promoting and managing change from within. These “laboratories” use a variety of methodologies to ideate and implement projects, however, *design thinking* is one of the methodological frameworks most often used to solve complex problems creatively. *Design thinking* is a methodology for solving problems which has become popular in the last decade for its effectiveness in innovation processes. It is centered on an iterative process that attempts to properly identify and define a problem, ideate solutions, and continuously improve these ideas through prototyping or experimenting. These prototypes are evaluated for functionality and feasibility and constantly improved and retried, feeding back into this iterative process leading to a process of constant innovation. Nowadays, this methodology has been adopted worldwide by different organizations, both public and private, to propose new systems, services, products, and

² Urban Development and Housing Sector Framework Document. Housing and Urban Development Division. IADB. October 2016.

businesses. Exploring, prototyping and evaluating new possibilities in sustainable urban development requires access to available information on best case practices and models of innovative urban interventions. By creating a laboratory for urban innovation within the IDB, this type of space can be generated that can influence decision-making and the implementation of best practices in cities with the objective of improving economic, social and environmental sustainability.

With an intention to enhance the Bank's efforts to incorporate climate change and sustainable development considerations into its operations, the Board approved (GN-2845-1) the creation of the new Sustainable Development and Climate Change (CSD) Department, which incorporates the divisions of RND, CCS and the new Division of Housing and Urban Development (HUD), a hybrid product of the merger of the FMM urban cluster and the Emerging and Sustainable Cities Initiative (ESCI). To achieve its objectives, CSD must also support climate change and sustainability issues in other sectors (IFD, INE, SCL and the IIC), offer innovative technical coordination of specialized initiatives and funds, and disseminate state-of-the-art research in support of the integration of climate change and sustainability programs. At the same time, it must maintain and support a network of cities in the region to socialize said knowledge, lessons learned and best practices.

The HUD Sectoral Framework (GN-2732-6) proposes to work in four action areas (institutions, urban public services, housing and habitat), along with the transversal issue of sustainable development (environmental, social and economic), proposing in certain cases the adoption of innovative technologies and models. For example: i) for institutions, it has been proposed to further develop the use of information and communication technologies (access to big data and use of georeferenced systems) to promote strategies for incentivizing urban economic activity (special districts, promotion of creative economies, among others), and leverage technological infrastructure and processes to increase transparency and efficiency of urban management; ii) the second area promotes access to sustainable urban services, especially for vulnerable populations, by promoting the use of non-motorized transport and mass public transport, or incorporating innovations in green infrastructure and technologies to improve efficiency in the provision of urban services; iii) in housing, it has been proposed to improve the regulatory framework to favor the participation of the private sector, promote the use of fiscal incentives for the adoption of green technologies, and work on the incorporation of sustainable architecture concepts that improve energy efficiency and reduce consumption of resources (including intelligent design, low impact materials and technologies to optimize the use of natural resources); and (iv) in habitat, ways to improve public spaces and spaces of historic value will be sought, along with expanding the quality and supply of urban green areas, and while encouraging initiatives to improve the resilience of cities.

Consultancy objective(s)

The contractual will provide technical support to the design and preparation of third party project proposals and Public Private Partnership business plans: use specialized technical knowledge to advise on project proposal development and implementation; use project management tools and

techniques to facilitate successful execution of all activities of the TC, ensuring that outputs/outcomes are produced corresponding to the schedule; and coordinate and facilitate the communication with national and local authorities in the target countries and external consultants for better collaboration to derive the good quality of products and to organize and participate in missions and knowledge dissemination workshops.

Main activities

The selected candidate will:

1. Support the implementation process of the newly created Cities LAB developing a novel and improved approach to help the region solve its urban problems, emphasizing multi-sectorality, responsiveness, innovation, and leveraging partnerships. Specifically, provide technical advice and technical support to the activities of the Cities LAB as an instrument to offer services to cities under a cross-cutting and integral business model, and in support of specific demands from cities by identifying and prioritizing urban problems/ideas presented by cities and rapidly transform them into actionable multi-sectoral solutions and develop proposals and plans of support. This includes origination and design of third party project proposals and PPP business plans to foster city innovations and sustainability through the leveraging of external funds to such projects.
2. Provide technical support and advice to cities in linking them directly with Bank operations and other external sources of funding.
3. Provide technical support and technical advice on activities related to project proposal development, management of projects and other activities to promote urban policies for sustainable, densified, and inclusive cities.
4. Coordinate and facilitate the communication with local authorities in the target countries for better collaboration to derive good quality products and to organize missions.
5. Coordinate the logistics, procurement, outputs and publications derived from the projects organized under the TC.

Products / Deliverables

The selected candidate must submit at least two separate proposal documents showing the innovative contribution of the Cities LAB both in a project structured through a public private partnership as well as a completed project proposal or application for external third party funding (e.g., GEF, GCF, Adaptation Fund, etc.). The selected candidate must also submit quarterly reports of the activities carried out under this consultancy and describe Cities LAB progress toward these two goals: urban development innovation in project proposals geared toward external international funding and PPPs.

All reports must be submitted to the Bank in an electronic file. The report should include a cover page, main document, and all annexes. Files in Zip format will not be accepted as final reports due to the regulations of the Archives Administration Section.

Qualifications

- *Academic Degree/ Level & Years of Professional Work Experience:* Master's degree or equivalent, a minimum of five years of relevant professional experience, or the equivalent combination of education and experience, in Urban and Regional Planning, Business Administration, Architecture (with urban focus), International Relations, project management, or other related disciplines.
- *Languages:* Fluent in Spanish and English, other languages are a plus
- *Areas of Expertise:* Minimum of 3 years' working experience in applying theoretical and practical knowledge in housing, and urban development and activities related to the ToR, particularly knowledge, research and analysis, and project preparation.
- *Skills:*
 - **Sector Expertise:** Ability to understand the issues and keep abreast of new developments relevant to different areas of housing and urban development.
 - **Project Management:** Ability to work in teams in the operations financed by the Bank through the various project stages (i.e., identification, design, execution and evaluation).
 - **Teamwork:** Ability to resolve conflicts collaboratively, build consensus and negotiate effectively.
 - **Technical Leadership:** Capacity to provide technical leadership while encouraging teamwork.
 - **Service Orientation:** Ability to understand stakeholder motivations and relationships, and to partner with them to resolve issues and challenges.
 - **Analysis and Problem Solving:** Ability to make critical decisions based on systematic analysis and sound judgment.
 - **Initiative and Drive for Results:** Capacity to work independently and resourcefully in response to client's demands, demonstrating motivation to produce quality outputs, and working diligently to meet deadlines.
 - **Organizational Savvy:** Excellent organizational skills and ability to create internal network in the area of responsibility.

Characteristics of the Consultancy

- *Contractual category and modality:* Individual International - Temporary Term Contractual, Monthly
- *Contract duration:* 12 months
- *Place(s) of work:* Headquarters
- *Payment:* biweekly
- *Responsible person:* Andres G. Blanco Blanco, Fiscal and Municipal Management Senior Specialist, in the Housing and Urban Development Division (CSD/HUD)
ABLANCO@iadb.org.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, candidates must be citizens of an IDB member country.

Visa and Work Permit: The Bank, pursuant to applicable policies, may submit a visa request to the applicable immigration authorities; however, the granting of the visa is at the discretion of the immigration authorities. Notwithstanding, it is the responsibility of the candidate to obtain the necessary visa or work permits required by the authorities of the country(ies) in which the services will be rendered to the Bank. If a candidate cannot obtain a visa or work permit to render services to the Bank the contractual offer will be rescinded

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the Bank as staff members or Complementary Workforce contractuels, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDS status. We encourage women, Afro-descendants and persons of indigenous origins to apply.

Regional RG-T2983 Support for the development of a laboratory for urban innovation in cities of LAC.

CSD/HUD

Contractual to provide technical support to the Cities LAB for development of a database / information system; an urban innovation discussion paper; and a conceptual design for regional cities labs

TERMS OF REFERENCE

Background

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

The region of Latin America and the Caribbean (LAC) is the second most urbanized in the world, with a rate of urbanization that grew from 41% to 79% between 1950 and 2010, and that has currently reached 81%. Cities continue being the main driver of economic and social development, with 60% of GDP in LAC being generated by the region’s 198 cities that are home to over 200,000 inhabitants each (Cadena et al., 2011). However, the urban form that characterizes the cities of the region is one of rapid expansion and low population density in a context of high environmental vulnerability (Romero Lankao et al., 2015). The expanded urban form accelerates the consumption of natural resources and diminishes the sustainability of cities and their environment (Angel, 2014), while also increasing motorization and subsequently gas pollutant emissions and traffic congestion. The expansion of the urban footprint hinders governance processes, since it requires greater coordination among government institutions and service providers, which is critically important for sustainable urbanization coupled with environmental risk management (Romero Lankao, 2015). Further, the spread of low-density urbanized areas reduces the advantages of agglomeration economies (Glaeser, 2011) and raises the cost of expanding water, sanitation, and waste management networks, the time and resources devoted to transportation, GHG emissions (Liddle, 2013), and the occupation of polluted land areas or high disaster risk areas (UN-Habitat, 2016).

In sum, after more than 50 years of urban growth, the region exhibits an unsustainable urbanization pattern, both because of its extensive use of land and because of its low level of productivity and high level of social exclusion. The main characteristics of current urbanization in LAC are an expanded urban form, stagnant productivity, vegetative demographic growth, and societal inequality.¹

¹ Urban Development and Housing Sector Framework Document. Housing and Urban Development Division. IADB. October 2016.

The valuable improvements in the region's social indicators are not enough to close the gaps in access to housing and urban public services or to significantly improve the urban habitat and urban governance (World Bank, 2013). Most cities face serious problems in managing their territory, protecting their historical heritage, and providing quality public spaces. However, major difficulties persist in institutionalizing territorial planning, coordinating the development plans of different jurisdictions, and creating long-term urban policies (ESCI, 2015). In all countries, public spaces need to be better maintained and improved; insecurity rates in cities in LAC continue to be the highest in the world (IDB, 2014). Lastly, the fiscal capacity of governments is limited and the potential for improvement is uneven: for example, property tax revenue per capita in the Caribbean is one third of the figure in the Andean countries (Sánchez and España, 2014).²

The main challenge facing the region is extending the full benefits of a sustainable and productive urbanization to all residents of the region's cities. Unsustainable urbanization punishes the poorest the most, while the lack of social inclusion erodes the effectiveness of mitigation actions. In addition, a decline in urban productivity affects national development and the chances to prosper of those who need it most. Therefore, in the urban area, there is a need to integrate policies that pursue equity with those that promote sustainability and productivity, and to do so in coordination with the local communities and private sector. The majority of cities in LAC lack employment promotion programs, support for local economic development, and innovation hubs or centers (Engel and del Palacio, 2009). In this sense, it is important to explore new models of local development and improve the interaction with the private sector, for example in the design, distribution of risks and management of PPPs (Gausch et al., 2014). In this way, promoting ideas such as green infrastructure, pop-up urbanism, alternative and renewable energies, Big Data, smart cities, creative industries, artificial intelligence and other emerging technologies, and novel processes and models for civic engagement and urban solutions development, can all contribute to an improved urbanization process and overall functioning of cities.

One such novel model for urban solutions development is that of public or civic innovation "laboratories", which have been popping up in cities in recent years around the world in response to the need to find new and creative solutions to the growing demands of citizens today. Following recent trends in the private sector with laboratories and incubators for advancing technologies, these "laboratories" can be created within public institutions and serve as mechanisms for promoting and managing change from within. These "laboratories" use a variety of methodologies to ideate and implement projects, however, *design thinking* is one of the methodological frameworks most often used to solve complex problems creatively. *Design thinking* is a methodology for solving problems which has become popular in the last decade for its effectiveness in innovation processes. It is centered on an iterative process that attempts to properly identify and define a problem, ideate solutions, and continuously improve these ideas through prototyping or experimenting. These prototypes are evaluated for functionality and feasibility and constantly improved and retried, feeding back into this iterative process leading to a process of constant innovation. Nowadays, this methodology has been adopted worldwide by

² Urban Development and Housing Sector Framework Document. Housing and Urban Development Division. IADB. October 2016.

different organizations, both public and private, to propose new systems, services, products, and businesses. Exploring, prototyping and evaluating new possibilities in sustainable urban development requires access to available information on best case practices and models of innovative urban interventions. By creating a laboratory for urban innovation within the IDB, this type of space can be generated that can influence decision-making and the implementation of best practices in cities with the objective of improving economic, social and environmental sustainability.

With an intention to enhance the Bank's efforts to incorporate climate change and sustainable development considerations into its operations, the Board approved (GN-2845-1) the creation of the new Sustainable Development and Climate Change (CSD) Department, which incorporates the divisions of RND, CCS and the new Division of Housing and Urban Development (HUD), a hybrid product of the merger of the FMM urban cluster and the Emerging and Sustainable Cities Initiative (ESCI). To achieve its objectives, CSD must also support climate change and sustainability issues in other sectors (IFD, INE, SCL and the IIC), offer innovative technical coordination of specialized initiatives and funds, and disseminate state-of-the-art research in support of the integration of climate change and sustainability programs. At the same time, it must maintain and support a network of cities in the region to socialize said knowledge, lessons learned and best practices.

The HUD Sectoral Framework (GN-2732-6) proposes to work in four action areas (institutions, urban public services, housing and habitat), along with the transversal issue of sustainable development (environmental, social and economic), proposing in certain cases the adoption of innovative technologies and models. For example: i) for institutions, it has been proposed to further develop the use of information and communication technologies (access to big data and use of georeferenced systems) to promote strategies for incentivizing urban economic activity (special districts, promotion of creative economies, among others), and leverage technological infrastructure and processes to increase transparency and efficiency of urban management; ii) the second area promotes access to sustainable urban services, especially for vulnerable populations, by promoting the use of non-motorized transport and mass public transport, or incorporating innovations in green infrastructure and technologies to improve efficiency in the provision of urban services; iii) in housing, it has been proposed to improve the regulatory framework to favor the participation of the private sector, promote the use of fiscal incentives for the adoption of green technologies, and work on the incorporation of sustainable architecture concepts that improve energy efficiency and reduce consumption of resources (including intelligent design, low impact materials and technologies to optimize the use of natural resources); and (iv) in habitat, ways to improve public spaces and spaces of historic value will be sought, along with expanding the quality and supply of urban green areas, and while encouraging initiatives to improve the resilience of cities.

Consultancy objective(s)

The main objective of this consultancy is to help mainstream innovation and design thinking into urban planning and development in cities of Latin American and the Caribbean (LAC) and into

operations development at the IDB Group, through the development and strengthening of a laboratory (heretofore referred to as the “Cities LAB”) for urban innovation. More specifically, the Cities LAB seeks a contractual to: support cities in the LAC region and divisions of the Bank to develop a database or open access repository of information for data and knowledge produced by the division (CSD/HUD); support the Cities LAB in the elaboration of discussion papers on urban innovation; and support the conceptual design of innovation labs for those cities in the region that express interest and request the help of the Bank.

Main activities

The selected candidate will:

1. Provide advice and support the activities to create the Cities LAB as an instrument to offer services to cities under a cross-cutting and integral business model. This includes development of a centralized information repository and/or database.
2. Catalog all existing information and data.
3. Support all the activities related to projects of the Cities LAB through facilitation of ease of access of information and data from all previous and future ESCI and HUD studies and projects.
4. Facilitate instructional training workshops within CSD/HUD for using the new database, and coordinate with the knowledge dissemination team to organize workshop(s).
5. Support the topic identification, research and development, review, and validation of discussion papers.
6. Support all the activities related to the design and implementation of urban innovation labs for cities in the region, support the dialogue with local authorities, and promote knowledge exchange to foster this type of initiatives.
7. Organize and participate in missions to the activities of this TC.

Deliverables

- 1 centralized information repository and/or database
- At least 1 discussion paper
- Quarterly reports on the status of cities labs development

Qualifications

- *Academic Degree/ Level & Years of Professional Work Experience:* Master’s degree or equivalent, a minimum of five years of relevant professional experience, or the equivalent combination of education and experience, in Information Systems; project management; industrial engineering; data science; data visualization; or other related disciplines.
- *Languages:* Fluent in Spanish and English, other languages are a plus
- *Areas of Expertise:* Minimum of 3 years’ working experience in a related discipline applying systems and process optimization skills, organizational and project management skills to database creation, information collection, organization, and management; and

other activities related to the ToR, particularly knowledge, research, analysis, data visualization, and urban development.

- **Skills:**
 - **Project Management:** Ability to work in teams in the operations financed by the Bank through the various project stages (i.e., identification, design, execution and evaluation).
 - **Teamwork:** Ability to resolve conflicts collaboratively, build consensus and negotiate effectively.
 - **Technical Leadership:** Capacity to provide technical leadership while encouraging teamwork.
 - **Service Orientation:** Ability to understand stakeholder motivations and relationships, and to partner with them to resolve issues and challenges.
 - **Analysis and Problem Solving:** Ability to make critical decisions based on systematic analysis and sound judgment.
 - **Initiative and Drive for Results:** Capacity to work independently and resourcefully in response to client's demands, demonstrating motivation to produce quality outputs, and working diligently to meet deadlines.
 - **Organizational Savvy:** Excellent organizational skills and ability to create internal network in the area of responsibility.

Characteristics of the Consultancy

- **Contractual category and modality:** Individual International - Temporary Term Contractual, Monthly
- **Contract duration:** 12 months
- **Place(s) of work:** Headquarters
- **Payment:** biweekly
- **Responsible person:** Andres G. Blanco Blanco, Fiscal and Municipal Management Senior Specialist, in the Housing and Urban Development Division (CSD/HUD) ABLANCO@iadb.org.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, candidates must be citizens of an IDB member country.

Visa and Work Permit: The Bank, pursuant to applicable policies, may submit a visa request to the applicable immigration authorities; however, the granting of the visa is at the discretion of the immigration authorities. Notwithstanding, it is the responsibility of the candidate to obtain the necessary visa or work permits required by the authorities of the country(ies) in which the services will be rendered to the Bank. If a candidate cannot obtain a visa or work permit to render services to the Bank the contractual offer will be rescinded

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for

the Bank as staff members or Complementary Workforce contractuals, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDs status. We encourage women, Afro-descendants and persons of indigenous origins to apply.

PROCUREMENT PLAN FOR BANK EXECUTED OPERATIONS														
Country: Regional						Executing Agency: IDB						UDR: CSD/HUD		
Project number: RG-T2983					Title of Project: Support for the development of a laboratory for urban innovation in cities of LAC									
Period covered by the Plan: 30 months					Total Project Amount: \$ 1,000,000									
Component	Procurement Type (1) (2)	Service type (1) (2)	Description	Estimated contract cost (US\$)	Selection Method (2)	Type of Contract	Source of Financing and Percentage				Estimated date of the procurement notice	Estimated contract start date	Estimated contract length	Comments
							IDB/MIF		Other External Donor					
							Amount	%	Amount	%				
Component 1	C. Non consulting services	Corporate Procurement (GN-2303)	Workshops	\$ 30,000	SCS	Lump Sum	\$ 30,000	100%		0%	QIII 2018	QIII 2018	3 months	
Component 1	A. Consulting services	Individual Consultant (AM-650)	Consultant - technical support to TCs and development of partnership activities	\$ 70,000	IICQ	Lump Sum	\$ 70,000	100%		0%	QI 2018	QI 2018	12 months	
Component 2	A. Consulting services	Consulting Firm (GN-2765)	Consulting services - firms to design and implement pilot projects	\$ 300,000	SCS	Lump Sum	\$ 300,000	100%		0%	QI & QIV 2018	QI & QIV 2018	4 months	2 contracts for 2 firms
Component 2	A. Consulting services	Individual Consultant (AM-650)	Consultant - individual to provide technical support and technical review of products under this component	\$ 100,000	IICQ	Lump Sum	\$ 100,000	100%		0%	QI 2018	QI 2018	12 months	
Component 3	A. Consulting services	Consulting Firm (GN-2765)	Consulting service - firm to perform impact evaluation	\$ 150,000	SCS	Lump Sum	\$ 150,000	100%		0%	QIII 2018 & QII 2019	QIII 2018 & QII 2019	4 months	2 contracts for 2 firms
Component 3	A. Consulting services	Individual Consultant (AM-650)	Consultant - individual to provide technical review and evaluation of products under this component	\$ 50,000	IICQ	Lump Sum	\$ 50,000	100%		0%	QII 2018	QII 2018	12 months	
Component 4	A. Consulting services	Individual Consultant (AM-650)	Consultant - technical support for development of project proposals, loans, design and execution	\$ 100,000	IICQ	Lump Sum	\$ 100,000	100%		0%	QIII 2018	QIII 2018	12 months	
Component 4	A. Consulting services	Individual Consultant (AM-650)	Consultant - technical support for development of third party project proposals and PPPs	\$ 100,000	IICQ	Lump Sum	\$ 100,000	100%		0%	QII 2018	QII 2018	12 months	
Component 5	A. Consulting services	Individual Consultant (AM-650)	Consultant -Support for database/information systems development; discussion paper development; and conceptual design of regional cities labs	\$ 80,000	IICQ	Lump Sum	\$ 80,000	100%		0%	QIV 2018	QIV 2018	12 months	
Component 5	C. Non consulting services	Corporate Procurement (GN-2303)	Training workshop	\$ 20,000	SCS	Lump Sum	\$ 20,000	100%		0%	QIII 2018	QIII 2018	3 months	
Prepared by:	CSD/HUD		TOTALS	\$ 1,000,000			\$ 1,000,000	100%	\$ -	0%				
(1) Grouping together of similar procurement is recommended, such as publications, travel, etc. If there are a number of similar individual contracts to be executed at different times, they can be grouped together under a single heading with an explanation in the comments column indicating the average individual amount and the period during which the contract would be executed. For example: an export promotion project that includes travel to participate in fairs would have an item called "airfare for fairs", an estimated total value od US\$5,000, and an explanation in the Comments column: "This is for approximately four different airfares to participate in fairs in the region in years X and X1".														
(2) (i) Individual consultants: ICQ: Individual Consultant Selection Based on Qualifications; SSS: Single Source Selection. Selection process to be done in accordance with AM-650.														
(2) (ii) Consulting firms: Per GN-2765-1, Consulting Firm selection methods for Bank-executed Operations are: Single Source Selection (SSS); Simplified Competitive Selection (<=250K) (SCS); Fully Competitive (>250K) (FCS); and Framework Agreement Task Order (TO). All Consulting Firm selection processes under this policy must use the electronic module in Convergence.														
(2) (iii) Goods: Per GN-2765-1, par. A.2.2.c: "The procurement of goods and related services, except when such goods and related services are necessary to achieve the objectives of the Bank-executed Operational Work and are included in the consulting services contract and represent less than ten percent (10%) of the consulting services contract value."														

**REGIONAL
SUPPORT FOR THE DEVELOPMENT OF A LABORATORY FOR URBAN INNOVATION
IN CITIES OF LAC (RG-T2983)**

Quality and Risk Review (QRR) – Results and Procedures Report

A. QRR PROCEDURE

The TC Document was distributed for comments to QRR on October 31st, 2017. The document was sent to: Executive VicePresident (EVP/EVP); Vice Presidency of Sectors and Knowledge (VPS/VPS); Office of the Vice President for Countries (VPC/VPC); Vice Presidency for Private Sector (VPP/VPP); Vice Presidency for Finance and Administration (VPF/VPF); Office of the Manager (CSC-CSC); Jose Luis Lupo (CSC/CSC); Office of the General Manager CAN (CAN-CAN); Rafael de la Cruz (CAN/CAN); Office of the Manager - CID (CID-CID); Gina Montiel (CID/CID); Office of the Manager - CCB (CCB-CCB); Therese Turner-Jones (CCB/CCB); Hugo Flores Timoran (CSC/CBR); Felix R. Prieto (CSC/CBR); Morgan Doyle (CSC/CUR); Miguel Taborga (CSC/CUR); Elba Viviana Caro Hinojosa (CAN/CPE); Masami Yamamori (CAN/CPE); Fernando Quevedo (CAN/CEC); Carmina Moreno (CID/CES); Veronica E. Lombardi (CID/CME); Miguel Coronado (CID/CME); Fabiano Rodrigues Bastos (CSC/CSC); Osmel Enrique Manzano (CID/CID); Marta Ruiz Arranz (CAN/CAN); Leopoldo Avellan (SPD/SMO); Tatiana Gallego Lizon (CSD/HUD); Kevin McTigue (LEG/SGO); Carola Alvarez (SPD/SDV); Arturo Jose Galindo (SPD/SMO); SPD-SDV; Katharina B. Falker-Olmedo (VPC/FMP); VPC-FMP; Miguel Angel Aliaga (FIN-TRY); Treasury Clients Solutions Group; Janine Ferretti (VPS/ESG); ESRNET; Juan Jose Ruiz Gomez (RES/RES); IDB Research Department; GCM Single Window; Jane de Souza Silva (ORP/GCM); OCSU Procurement; and Gloria E. Coronel (BDA/ACP).

Additionally, copy of the distribution was sent to: Office of the Manager- CSD; Silvana Molina (VPS/VPS); Annette Bettina Killmer (CSD/CSD); Cesar Leyva Munoz (CSD/CSD); Marcela Penaloza (CSD/CSD); Alejandro Lopez-Lamia (CSD/HUD); Claudia Bertha Ortiz Chavez (CSD/HUD); Andres Guillermo Blanco Blanco (CSD/HUD); Francy Dianela Avila (CSD/HUD); Sarah Ruth Benton (CSD/HUD); Erick Mathias Marin Muller (CSD/HUD); David Razu Aznar (CSD/HUD); Sergio Andres Moreno Tellez (CSD/HUD); Maria Alejandra Aguilar Blandon (CSD/HUD); Margie-Lys Jaime Rodriguez (LEG/SGO); Federica Volpe (CSD/HUD); and Beatriz M. Gonzalez (CSD/HUD).

The comments received and subsequent actions have been documented in this Results and Procedures Report. No physical meeting was held.

B. NON-RESOLVED ISSUES

C. COMMENTS

Name/Division	Topic	Comment	Answers
OCSU Procurement	Plan de Adquisiciones	Por favor revisar los valores indicados para los Componentes en el texto y en el plan de adquisiciones. No coinciden.	The procurement plan has been updated to match the amount of the TC.

Name/Division	Topic	Comment	Answers
OCSU Procurement	General	Notamos que en los componentes 1 y 2 tienen pensado realizar “single source”. Sugerimos que en el texto de la cooperación técnica se de la justificación para tales contrataciones y de ser posible el nombre de la empresa a contratar.	Gracias por anotar nuestro error. Lo hemos cambiado a SCS.
OCSU Procurement	Adquisiciones	En el párrafo de Procurement agregar: “Contratación de servicios logísticos y compra de bienes de acuerdo a la política GN-2303-20.”	Gracias. Agregado.
Margie-Lys Jaime Rodriguez, LEG/SGO	Alignment	To complement ¶2.13, we suggest to include the alignment or contribution of the TC with the Corporate Results Framework 2016-2019 (GN-2727-6).	Thank you for this constructive comment. Reference has been made to the alignment with the mentioned policy in paragraph 2.11 (formerly paragraph 2.13).
LEG/SGO	Component 1	According to the RM, two workshops will be financed by this component. ¿Are these workshops the same as “activities toolkits”? Please clarify the products that will be financed by this component.	Thank you for pointing out that this section was unclear. The text has been revised and updated to be consistent with the RM.
LEG/SGO	Component 2	Could you please specify the selection criteria of the beneficiary countries for the two pilot projects?	This point is well taken. The Lab will be selecting good project opportunities and situations. Priority will be given to projects that can complement existing operations, regardless of country.
LEG/SGO	Component 3	Could you please develop more what do you mean with “proof of concept”?	Thank you for your comment - “proof of concept” is mentioned only to reinforce the concept of experimentation as an equivalent of “pilot project”.
LEG/SGO	Component 4	Could you please specify the products that will be financed with this component? This is not clear from the description of the component.	Text has been added to clarify the expected products.
LEG/SGO	Component 5	Could you please specify in the description the products that will be financed with this component? What do you mean when you state that this component will support the creation of Cities Labs in the region?	The text in Component 5 has been revised to clarify the products under this component.

Name/Division	Topic	Comment	Answers
LEG/SGO	Procurement	For not-consulting service please include the reference to GN-2303-20 in ¶4.2.	We have included the policy reference.
LEG/SGO	Results Matrix	Please complete baseline, baseline year, means of verification, as well as financial progress.	All of these items have been updated in Convergence.
LEG/SGO	Procurement Plan - SSS	Regarding the Single-Source Selection (SSS) projected for the selection of Consulting Firms in Component 1 and 2, please keep in mind that this method must be justified and include clearance by certified staff or by OCSU staff, depending on the contract value. Pursuant to GN-2765-1, SSS may be appropriate only if it presents a clear advantage over competition and is properly justified: (i) for tasks that represent a natural continuation of previous work carried out by the firm; (ii) for small assignments as defined in the Operational Guidelines; (iii) in emergency cases; or (iv) when only one firm is qualified or has experience of exceptional worth for the assignment and it presents a clear advantage over competition.	Gracias por anotar nuestro error. Lo hemos cambiado a <i>Simplified Competitive Selection</i> (SCS).
LEG/SGO	Terms of Reference	Please make sure to have all the necessary ToR for the execution of the project.	We have included the TORs for all the consultancies in the Procurement Plan.
LEG/SGO	Non-objection letters	In case activities are executed in beneficiary countries, please make sure to obtain the non-objection letters from the corresponding liaison offices of the Bank where such activities are taking place.	Thank you, this is a very important inclusion that we missed. We have added the following text to paragraph 4.3: "Prior to the initiation of any project activities in any of the beneficiary countries, the project team will obtain a non-objection letter from the corresponding official entity in each country."
ESRNET	SPF	Please deactivate policy directive B.4 – associated facilities in the SPF.	Policy directive B.4 has been deactivated. Thank you.

Name/Division	Topic	Comment	Answers
Carmina Moreno, (CID/CES)	General	This is a timely and useful initiative. It follows on the expectations from IDBG client cities that benefited from the ESCI until 2016.	Thank you, we agree.
CID/CES	Beneficiary countries	While the objectives of the TC are ambitious in scope, the total amount of US\$1 million forces this TC to be a modest contribution compared with the existing demand in borrowing member countries/cities. Therefore, it will be difficult to avoid a fast crowding-out of this TC resources by a few requests for support. If the criteria for selection of clients/cities/projects to support is on a “first-come, first-serve” basis, there is a likelihood that A and B countries will benefit proportionately more than C and D countries, due to the latter’s lower institutional capacity and more limited connections with the IDBG.	<p>We understand your concern, however, this TC is to support the Cities Lab in “getting its feet on the ground”. The expectations, as shown in the results matrix, are modest. We understand the limitations of the funds as well as the timeline. We would not be able to serve every country in the region with the limited funds and time at the beginning. We consider this like a “start up” fund for the LAB to have a chance to launch and get its feet wet and accomplish a few demonstration projects to show credibility to the Bank and the Bank’s clients. With proven success and a good track record in these first 2 years, we expect to be able to accelerate the LAB to do much more, with more countries, and with financing from additional sources, in the future.</p> <p>At the same time, several team members have worked with ESCI in the past in countries throughout the region, including C and D countries, and have knowledge of the needs and operations there. The team will be actively exploring potential ideas and opportunities for support, with consideration for C and D countries, and will also plan to make additional effort to reach out to the specialist teams at these country offices and hold exploratory conversations and make sure they are aware of the LAB’s activities and offerings.</p>

Name/Division	Topic	Comment	Answers
CID/CES	Pilotos	<p>Se indica que se realizaran cuando menos dos pilotos y que se priorizaran aquellos en los que existan programas relacionados financiados por el Banco. Siendo así lo más probable es que queden fuera países en los cuales el Banco no tiene cartera. (Pilot projects will be prioritized to complement projects underway within the Bank's operations portfolio, without prejudice to the sector to which they belong, and even more weight will be given to those with a multi-sectoral impact). Al respecto si se indica que es una operación para todos los países, por lo que se sugeriría que al menos se identifique un piloto por región y que la asignación sea a los que sean más innovadores y tengan más impacto.</p>	<p>Nuestra meta es trabajar en todas las regiones del Banco y ofrecer nuestros productos y servicios según las necesidades y el impacto que pueden tener. Sin embargo, tenemos que considerar que nuestro cronograma inicial es de dos (2) años. Los resultados esperados incluyen dos (2) proyectos pilotos, y esto, claro, significa que no vamos a poder hacer proyectos pilotos en cada región del Banco con el tiempo y los fondos que tenemos.</p> <p>Es importante resaltar que los proyectos pilotos no son los únicos productos o actividades del LAB, y que podemos trabajar en otros países con otros productos para tener una distribución más equitativa. De hecho, la idea es que a través de la exploración de nuevas ideas y su diseminación se pueda apoyar el dialogo técnico por lo que esperamos que el LAB ayude a abrir oportunidades de cartera.</p> <p>También hay que notar que esta TC apoya solamente a la primera fase del LAB. Habrán otras oportunidades después de que el LAB pruebe que puede ser eficaz en lo que promete hacer. El LAB en sí mismo es una experimentación que esperamos ser exitosa y escalable, pero tenemos que empezar en una escala manejable y factible.</p>
CID/CES	General	<p>Given the limited resources requested for such a wide-ranging initiative, the Cities Lab does not seem like a sustainable proposition. Some contingent recovery of funds could have been introduced in this TC. Alternatively, a practical way to increase the resources available to the Cities Lab could have been introduced as part of the components/activities. Without a way to increase funds for the Cities Lab in the near future, the initiative will have limited development impact and low sustainability.</p>	<p>Thank you, we appreciate your concern. We consider this TC like a “start up” fund for the LAB to have a chance to launch, get its feet wet and accomplish a few demonstration projects to show credibility to the Bank and the Bank's clients. With proven success and a good track record in these first two (2) years, we expect to be able to accelerate the LAB to do much more, with more countries, and with financing from additional sources and additional partnerships, in the future. In partnership with the HUD Cities Network, we do expect to leverage relationships with external partners in order to grow while also being a lean operation as well as fiscally responsible with the Bank's funds.</p>

Name/Division	Topic	Comment	Answers
CID/CES	Plan de Adquisiciones	En el PA se indican que los cuatro primeros procesos a excepción del segundo son bajo el método SSS (Singular Single Source). Sin embargo, no se indica la justificación, ni se indica la firma consultora que estaría desarrollando esas consultorías.	Gracias por anotar nuestro error. Lo hemos cambiado a SCS.
Jane de Souza Silva, (ORP/GCM)	Basic Information and Component 3 - Disbursement period	Only two years was designated to execute this project. Please double check if this period is realistic considering the nature of activities. For example, component 3 is designed to evaluate the pilot projects, but evaluation takes some time after the execution of the project. Also, note that TCs have limited extensions. Perhaps adopting a longer execution period would be more appropriated.	<p>Thank you for the recommendation; we have increased the execution period to 30 months in the document.</p> <p>For clarification purposes, we want to mention the evaluations will be for the pilot projects themselves; the expected time needed for implementation and evaluation of each pilot project is 1 year.</p>
ORP/GCM	Paragraph 2.1	The last sentence states "... offering of services to both the client cities of the Bank, as well as to the operational divisions within at the IDB Group." However, the City Lab will engage other Bank operational divisions to help generate innovative practices within the realm of urban issues that will be offered to the countries in the region. Instead of the IDB being the beneficiary, perhaps you want to make clear that the members countries are the ultimate beneficiary.	Thank you for pointing this out. We have amended paragraph 2.1 to be clearer that the countries are the ultimate beneficiary.
ORP/GCM	Paragraph 2.8 to 2.12 and Component 1	PPPs - Since the Bank just announced a new the Public-Private Partnership Team (VPC/PPP), will optimize the work and sectoral knowledge of our Bank specialists in the field of Public-Private Partnerships (PPPs), and mainstream PPPs best practices into the IDB Group operations. Since this team will participate in the project cycle of the Bank's PPPs operations, it will be strategic that City Lab work at an early stage with this new team to optimize efforts in this area.	Thank you for this valuable insight. We have made reference to coordination with VPC/PPP in paragraph 3.2 as part of component 1 and in paragraph 3.5 as part of component 3.

Name/Division	Topic	Comment	Answers
ORP/GCM	Knowledge and dissemination	The component 1 and 5 – It is not clear how the workshops planned are different from each other. In the result matrix, they have same description. Please be more specific in both the body of the TC document and the result matrix to avoid confusion.	<p>Unfortunately, the results matrix only allows use of predefined indicators, and only up to 2 manually entered indicators. We used the closest indicator available to describe the activities we want to carry out. Each component describes the activities that fall under them. Please let us know if there is a way to manually enter more of the indicators so we can better distinguish one from the other so that it better matches the text.</p> <p>Component 1, as described in the text, will include activities and workshops that incorporate brainstorming for idea generation, which might include ideathons, hackathons, contests, etc.</p> <p>Component 5 activities have the goal of disseminating the knowledge learned and produced by the Cities LAB, like new planning practices and methodologies. As mentioned in the text, these could be through knowledge sharing seminars or conferences, etc. The word workshop is mentioned here because any seminar or regional meeting should have an interactive element where attendees “workshop” the ideas/problems/lessons presented. Even knowledge sharing events are moment for continued knowledge attainment and learning.</p>
ORP/GCM	Paragraph 2.8	This paragraph states “... providing services to Bank specialists, and solving problems in a quick and responsive manner.” Please develop further on what it means to provide services for the Bank specialists. Note that OC-SDP cannot finance administrative activities.	This is a very good point and we see how this might have been unclear. We have amended the text in paragraph 2.8 to clarify that these are not administrative activities.

Name/Division	Topic	Comment	Answers
ORP/GCM	Component 4 – paragraph 3.6	This component also supports the provision of services for the preparation, financing, and execution of IDB Group operations in the urban area, offering consultations on design thinking and prototyping of innovative ideas to the different areas of the Bank in solving complex problems, and the search for best practices and lessons learned” – These activities should be stander services provided by HUD, instead of being part of the component of this TC. You may want to consider removing this sentence.	Very good point, Jane. We have revised and shortened paragraph 3.6 to clarify that this is about design thinking services and not the typical or standard work of the Bank.
ORP/GCM	Component 5	The last sentence of the paragraph 3.8 states “Support will also be given under this component to the creation of Cities Labs in the region”. Could please explain further how this operation is planning to support the creation of Cities Labs in the region? How will the Cities Labs be configured? Who will be responsible for their creation? How will they be maintained? How will they be funded?	We have revised paragraph 3.8 to explain further about the cities labs in the region. The Cities LAB will be a facilitator. Its role would be more than anything advising and helping with the conceptual design of labs in the region. Therefore maintenance and funding of labs in the region will wholly depend on the city that requests assistance which is outside the scope of this specific TC.
ORP/GCM	Result matrix	For all outcomes and outputs indicators, please complete Baseline, Baseline year, and means of verification. Also, please complete financial progress by year.	These items have all been updated in Convergence.
ORP/GCM	Result matrix	We suggest some changes for the following outputs: “Number of TCs that incorporates knowledge generated by the City Lab” instead of “Number of technical cooperation in which the Cities LAB has participated in their preparation or execution”;	Thank you, we have made the suggested change in the RM in Convergence.

Name/Division	Topic	Comment	Answers
ORP/GCM	Result matrix	<p>We suggest some changes for the following outputs:</p> <p>Output – Instead of “Number of IDBG loans supported”, we suggest using a standardized output such as “Project proposal developed”. Instead of leaving Fund indicator (others) blank, we suggest using “Number of IDBG Loans in execution or design that incorporates knowledge generated by the City Lab.</p>	Thank you for this recommendation; we have made the changes to the RM in Convergence.
ORP/GCM	Result matrix	<p>We suggest some changes for the following outputs:</p> <p>Fund indicator: Please provide further information because the type of project proposal is not clear.</p> <p>How will the output 1.2 build upon the large number of private and academic institutions currently collaborating with former ESCI. Perhaps you may want to consider adding these current partners to the baseline</p>	<p>We have revised the fund indicator information for each of the project proposal outputs to better differentiate each output.</p> <p>The baseline for 1.2 is not related to how many partnerships we have in our network, it is about how many partners the LAB will actually work with and collaborate with on an idea generating activity or project in order to produce results or deliverables.</p>
ORP/GCM	Procurement Plan	Please complete missing information – the procurement describes amounts and activities amounting to \$850,000 instead of US\$1 million.	The procurement plan has been updated to match the amount of the TC.
ORP/GCM	TORS	Please include missing TORs - According the procurement plan, several consultants and firms will be hired through this TC. The TC document includes only two TORs. Please provide the TORs for all consultancies that will be funded by this project.	We have included the TORs for all the consultancies in the Procurement Plan.
ORP/GCM	Bank Execution	Please note that staff travels cannot be paid with resources of the TC since the OC-SDP for Sustainability does not allow this type of expenses.	Thank you for the comment. We are aware of this and do not expect to fund staff travel from this TC. We do not believe we implied this anywhere in the text, but please do let us know if there is some specific text or policy reference that we should include to address this matter in a more satisfactory way.

Name/Division	Topic	Comment	Answers
CSD/CSD	Miembros del equipo	La Gerencia del Sector de Cambio Climático y Desarrollo Sostenible (CSD/CSD) tiene solo un comentario al Documento de Cooperación Técnica de la operación en referencia como parte de la revisión del QRR. Nuestra recomendación es que se designe a un líder de equipo alterno.	Gracias. Hemos agregado un líder de equipo alterno en Convergencia y también en la información básica del documento.
CID/CID	Información básica	No queda claro si la CT ayudará a un conjunto de países o a la región en general.	La CT está abierta a apoyar la región en general; no está previsto cualquier país en específico para recibir apoyo. Los países que recibirán apoyo dependerán de quien solicitaría la ayuda del LAB y que propongan una situación factible en que el LAB puede agregar valor. La única prioridad (ya mencionado en el texto) que dará el LAB a propuestas es con las que ya son parte de un proyecto en ejecución.
CID/CID	Párrafo 2.1	Favor apoyar la descripción del párrafo con datos, que refuercen la justificación de la operación	Gracias, la sección 2 fue fortalecido en términos de evidencia con la inclusión de referencias a la literatura.
CID/CID	Conceptos	En el documento se habla sobre el concepto de “Ciudades Laboratorio”, ¿existe algún tipo de relación con las “Ciudades Inteligentes”?	Gracias por la pregunta. Para clarificar, Ciudades Inteligentes es un concepto enfocado en las tecnologías que hacen las ciudades más eficientes. Laboratorios de Ciudades tiene más que ver con la creación de espacios de innovación que provean un método en para quienes tenga el poder de decisión de una ciudad aborden los retos y problemas. “Ciudad inteligente” es, entonces, una solución a un problema basada en el uso de tecnologías. Los laboratorios de ciudades se refieren más al proceso de búsqueda de soluciones a través de experimentos para encontrar soluciones adecuadas a problemas específicos. Esta solución puede o no estar basada en el uso de tecnologías.
CID/CID	Referencias	¿Existe algún estudio por parte del BID u otro organismo sobre las economías de aglomeración? No queda claro si existe un diagnóstico sobre el tema.	Gracias por el comentario. Existen varios análisis académicos sobre economías de aglomeración. Para un compendio ver Ed Glaeser “The Triumph of the City” o el Reporte del Banco Mundial “Reshaping Economic Geography” (2009)

Name/Division	Topic	Comment	Answers
CID/CID	Riesgos	Llama la atención que uno de los riesgos sea la descoordinación a lo interno del BID.	El objetivo de esta TC es continuar profundizando el trabajo multisectorial. En el ámbito urbano esto es de primera importancia pues lo urbano no se refiere a un sector sino a un territorio. Por eso, creemos que es importante que esta TC ayude a consolidar puntos focales en cada sector para el LAB que ayuden a hacer el trabajo más multisectorial y disminuyan el riesgo de trabajar en silos.