

INICIATIVA DE CIUDADES EMERGENTES Y SOSTENIBLES (ICES)
EN DOS CIUDADES COLOMBIANAS - IMPLEMENTACIÓN DE
LA METODOLOGÍA, PLAN DE ACCIÓN Y PRE-INVERSIÓN

CO-T1317

CERTIFICACIÓN

Por la presente certifico que costa cooperación técnica fue aprobada para financiamiento por el Programa Especial de la Iniciativa Ciudades Emergentes y Sostenibles (SCT) de conformidad con la comunicación suscrita con fecha 17 de setiembre de 2012 por Jane de Souza Silva, (ORP-GCM). Igualmente, certifico que existen recursos disponibles el Programa Especial de la Iniciativa Ciudades Emergentes y Sostenibles (SCT) hasta por la suma de US\$930.000 para financiar las actividades descritas y presupuestadas en este documento. La reserva de recursos representada por esta certificación es válida por un periodo cuatro (4) meses calendarios contados a partir de la fecha elegibilidad del proyecto. Si el proyecto no fuese aprobado por el BID dentro de ese plazo, los fondos reservados se considerarán libres de compromiso, requiriéndose la firma de una nueva certificación para que se renueve la reserva anterior. El compromiso y desembolso de los recursos correspondientes a esta certificación sólo debe ser efectuado por el Banco en dólares americanos. Esta misma moneda será utilizada para estipular la remuneración y pagos a consultores, a excepción de los pagos a consultores locales que trabajen en su propio país, quienes recibirán su remuneración y pagos contratados en la moneda de ese país. No se podrá destinar ningún recurso del Fondo para cubrir sumas superiores al monto certificado para la implementación de esta operación. Montos superiores al certificado pueden originarse de compromisos estipulados en contratos que sean denominados en una moneda diferente a la moneda del Fondo, lo cual puede resultar en diferencias cambiarias de conversión de monedas sobre las cuales el Fondo no asume riesgo alguno.

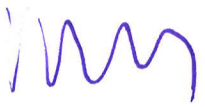

Sonia M. Rivera
Jefa a.i.

Unidad de Gestión de Donaciones
y Cofinanciamiento
ORP/GCM

APROBACIÓN

12/12/12
Fecha

Aprobado:


Ana Maria Rodriguez-Ortiz
Gerente de Sector
Sector de Instituciones para el Desarrollo
IFD/IFD

12/14/12
Fecha

DOCUMENTO DE COOPERACIÓN TÉCNICA (CT)

COLOMBIA

I. INFORMACIÓN BÁSICA

País/Región:	Colombia/CAN
Nombre de la CT:	Iniciativa Ciudades Emergentes y Sostenibles (ICES) en dos Ciudades Colombianas - Implementación de la Metodología, Plan de Acción y Pre-Inversión.
Número de CT:	CO-T1317
Jefe de Equipo/Miembros:	Andrés Blanco (IFD/FMM), Jefe de Equipo; Ramiro López Ghio (FMM/CBO) Co-Jefe de Equipo; Diego Arcia (FMM/CCO); Sebastián Lew (INE/WSA); David Maleki (INE/WSA); Federico Scodelaro (INE/WSA); Ricardo De Vecchi (INE/INE); Kevin McTigue (LEG/SGO); Luis Lopez-Torres (INE/WSA); Catalina Gómez (INE/INE); y Marina Massini (IFD/FMM).
Tipo de CT:	Investigación y Disseminación
Fecha de autorización:	29 de agosto de 2012
Beneficiario:	Dos ciudades emergentes colombianas
Organismo Ejecutor:	El Banco a través de la Coordinación General de la Iniciativa Ciudades Emergentes y Sostenibles
Financiamiento:	US\$930.000 (Fondo de Capital Ordinario a través de la ICES)
Periodo de Ejecución:	36 meses
Periodo de Desembolso:	42 meses
Fecha de Inicio:	IV Trimestre de 2012
Tipos de consultores:	Firmas y consultores individuales
Unidad de Preparación:	IFD/FMM
Unidad Responsable de Desembolso:	IFD/FMM
Incluida en estrategia país:	N/A
Sector Prioritario GCI-9:	“Reducción de la pobreza y mejora de la equidad” y “Apoyo a iniciativas de cambio climático, eficiencia energética y sostenibilidad ambiental”.

II. DESCRIPCIÓN DE LA INICIATIVA ASOCIADA

A. La Iniciativa Ciudades Emergentes y Sostenibles

- 2.1 La Iniciativa Ciudades Emergentes y Sostenibles (ICES) fue originada por la necesidad de apoyar a las ciudades intermedias de América Latina en la planificación de su crecimiento y expansión. Dado los desafíos que estas áreas urbanas enfrentan actualmente, es necesario desarrollar instrumentos que permitan diagnosticar y actuar de manera integral sobre los problemas prioritarios de sostenibilidad que afectan a las ciudades. La ICES constituye un paso para avanzar en esa dirección.

- 2.2 La Iniciativa, aprobada por el Banco en febrero de 2012, tiene como propósito general mejorar la calidad de vida en las ciudades emergentes de Latinoamérica y el Caribe (LAC) en tres dimensiones de sostenibilidad: i) ambiental y cambio climático; ii) urbana; y iii) fiscal y de gobernabilidad. El apoyo a las ciudades se realiza en dos etapas. En una primera etapa, se realiza un diagnóstico y se desarrolla un plan de acción, destacando áreas prioritarias de intervención. En una segunda etapa, se financian los estudios preparatorios para llevar a cabo proyectos en las áreas prioritarias identificadas en el plan de acción.
- 2.3 Como parte del Programa Regular de la ICES, el Banco apoyará a 26 ciudades emergentes en la región (“Ciudades Regulares”), una por cada país prestatario, en la identificación, priorización y financiamiento inicial de los sectores y las acciones que las conduzcan a lograr un desarrollo sostenible. Paralelo a estas labores de apoyo y de identificación de la problemática de las ciudades regulares de la ICES, se tiene contemplado apoyar a ciudades adicionales. El esquema de “Ciudades Adicionales” incluye aquellas municipalidades adicionales a las 26 ciudades originalmente aprobadas por el Banco. Bajo este esquema, si la municipalidad logra obtener financiamiento total o parcial (a través de su propio presupuesto, donantes o sector privado), para implementar la metodología ICES y cumple con los requerimientos de admisión a la Iniciativa, el Banco podrá complementar recursos para dicha implementación.
- 2.4 En el caso específico de las Ciudades Adicionales, el Banco brinda apoyo técnico a las autoridades locales y a los donantes en la implementación de la metodología ICES. Este esquema permite la replicabilidad de la ICES en los países de LAC. Asimismo, el Banco provee recursos adicionales por US\$ 130.000 para complementar la fase de diagnóstico. Ambas acciones, tanto el uso de la metodología como el financiamiento, permiten lograr la estandarización de los estudios, diagnósticos, aplicaciones de filtros y los procesos de priorización, lo cual facilita la comparación del desempeño entre las ciudades que se benefician con la ICES.

La ICES contribuye a las metas contempladas en el Noveno Aumento General de Capital (GCI-9) apoyando los esfuerzos de los países prestatarios en la reducción de la pobreza y mejora de la equidad, y en iniciativas de cambio climático, eficiencia energética y sostenibilidad ambiental. La Iniciativa contribuye directamente a las metas de desarrollo 2012-2015 contempladas en el marco del GCI-9, incrementando el número de gobiernos municipales que reciben apoyo (meta 3.3.4).

B. La ICES en Colombia

- 2.5 Barranquilla fue la ciudad elegida para participar bajo el programa regular de la ICES de acuerdo a los criterios de elegibilidad y priorización de ciudades beneficiarias señalado en el documento marco de la ICES, GN-2652¹. En el

¹ Priorización de ciudades basada en dos características claves que deben cumplir las ciudades potencialmente beneficiarias: i) tamaño poblacional y ii) signos de dinamismo social y económico en el marco de instituciones

marco de la Iniciativa, se están desarrollando los diagnósticos y estudios de priorización que concluirán en el Plan de Acción para Barranquilla, financiados con las cooperaciones técnicas RG-T2173; ATN/OC-13271-RG y RG-T2175; ATN/SS-13259-RG. Dicho Plan de Acción delinearé las áreas prioritarias y las soluciones conceptuales

- 2.6 Asimismo, el Banco firmó con la Financiera del Desarrollo Territorial (Findeter), una entidad financiera de desarrollo vinculada al Ministerio de Hacienda y Crédito Público de Colombia, un Memorándum de Entendimiento el 25 de mayo de 2012. En este documento, Findeter se compromete a colaborar en la replicación de la metodología ICES en otras ciudades colombianas. Para dicho fin, Findeter ya se encuentra trabajando en el diagnóstico, priorización y plan de acción para las ciudades de Manizales, Pereira y Bucaramanga de las cuales se escogerá la ciudad adicional de la ICES. Adicionalmente, Findeter está constituyendo un fondo de pre-inversión que le permita financiar la preparación de intervenciones priorizadas en las ciudades seleccionadas.
- 2.7 Dado que la ICES es un programa demostrativo, su sostenibilidad radica en la replicabilidad que los gobiernos nacionales hagan de la aplicación de la metodología en otras ciudades de cada país. Por tal motivo, esta Cooperación Técnica propone el apoyo técnico y financiero para la implementación de la metodología de la ICES en una ciudad adicional de Colombia (Manizales, Pereira o Bucaramanga), con la colaboración de Findeter como socio local en la replicación de la metodología.

III. OBJETIVOS Y JUSTIFICACIÓN

- 3.1 **Objetivo.** Los objetivos de esta Cooperación Técnica son: i) financiar los estudios de pre-inversión y establecimiento del sistema de monitoreo en la ciudad de Barranquilla, Colombia, la cual forma parte del programa regular de la ICES; y ii) co-financiar la implementación de la metodología de la ICES en una ciudad adicional colombiana².
- 3.2 **Justificación.** Este proyecto tiene como finalidad apoyar los estudios de pre-inversión de Barranquilla, incluida en el programa regular de la ICES 2012. Dichos estudios comprenderán una profundización de los diagnósticos, la definición de pre-factibilidad técnico económica, elaboración de anteproyectos y diseños de ingeniería de proyectos que fueran priorizados en el Plan de Acción para esta ciudad. Adicionalmente, la CT apoyará a una ciudad adicional colombiana en el marco del acuerdo de alianza estratégica del Banco con Findeter. Tales estudios contribuirán la implementación de proyectos que

solidas o en proceso de fortalecimiento, sobre la base de buenos índices de crecimiento económico y de desarrollo humano. GN-2652; I.E.

² La ciudad adicional se elegirá en coordinación con Findeter entre el siguiente grupo de ciudades intermedias colombianas: Manizales, Pereira o Bucaramanga. La selección de la ciudad dependerá de cuál de ellas se adapta de mejor manera a los criterios de elegibilidad de ICES, establecidos en el documento GN-2652.

mejorarán la sostenibilidad ambiental, urbana y fiscal de ambas ciudades. El Banco y Findeter llevarán adelante de forma conjunta los trabajos y estudios necesarios para el desarrollo de los diagnósticos, priorización, estrategias y planes de acción, sistemas de monitoreo y la pre-inversión de al menos una intervención prioritaria en dicha ciudad adicional colombiana.

IV. DESCRIPCIÓN DE COMPONENTES, ACTIVIDADES, COSTOS Y RESULTADOS ESPERADOS

- 4.1 La CT tendrá los siguientes componentes: i) financiamiento complementario de diagnóstico en una ciudad adicional aún por definir; ii) profundización de diagnósticos y preparación de proyectos; iii) sistema de monitoreo y evaluación de la sostenibilidad; y iv) consultorías para implementación de la Iniciativa y profundización del trabajo intersectorial.
- 4.2 **Componente 1. Diagnósticos profundizados y proyectos de preinversión para Barranquilla (US\$600.000).** Este componente financiará las consultorías para el desarrollo y profundización de los diagnósticos de las áreas o actividades priorizadas en el Plan de Acción realizado mediante la metodología ICES, el cual se encuentra en proceso de elaboración y está financiado por las cooperaciones técnicas RG-T2173; ATN/OC-13271-RG y RG-T2175. Se profundizará en el análisis de los problemas identificados en la fase previa de diagnóstico general, medición de brechas y diseño de soluciones y evaluación de pre-factibilidad. Hasta el momento, tras los estudios preliminares que se han llevado a cabo en Barranquilla, las áreas prioritarias son: i) seguridad ciudadana; y ii) movilidad urbana y transporte. A estos sectores podrían agregárseles otros que surjan a partir de la culminación de los estudios anteriormente mencionados.
- 4.3 **Componente 2. Financiamiento Complementario de Diagnósticos de una Ciudad Adicional (US\$130.000).** Este componente proporcionará financiamiento complementario a los estudios medioambientales y/o urbanos de una ciudad adicional en Colombia (por definir). Findeter aportará los recursos complementarios requeridos para finalizar el diagnóstico. El componente incluye el financiamiento de la preparación, análisis y diagnóstico de la metodología ICES, en específico los estudios de cambio climático que están incluidos en dicha metodología (Inventarios de Gases Efecto Invernadero y Vulnerabilidad al Cambio Climático y Análisis de Huella Urbana); así como de los estudios y consultores que sean requeridos para culminar en el diseño del plan de acción.
- 4.4 **Componente 3. Sistema de monitoreo y evaluación de la sostenibilidad para Barranquilla (US\$100.000).** Este componente financiará el diseño e implementación de un sistema de monitoreo y evaluación en la ciudad de Barranquilla. Su objetivo es monitorear y evaluar los cambios de mediano y largo plazo en las condiciones de sostenibilidad urbana, ambiental y fiscal y, en última instancia, en la calidad de vida de la ciudad. Se apoyará en los indicadores de base identificados en la etapa de diagnóstico y medirá su evolución a lo largo del

tiempo. También incluirán consultas con la comunidad, representada por organizaciones sociales, profesionales, académicas, comerciales, industriales, etc. Los recursos asignados permitirán el diseño e implementación inicial del sistema.

4.5 **Componente 4. Implementación de la iniciativa y profundización del trabajo intersectorial (US\$100.000).**

4.6 Apoyar el desarrollo de las actividades de coordinación de la ICES que propendan por la profundización del trabajo intersectorial al interior del Banco.

V. COSTOS Y MATRIZ DE RESULTADOS

5.1 La CT tiene un costo total de US\$930.000 y será financiada con la contribución Capital Ordinario del Banco en la ICES. Findeter proporcionará el financiamiento que aportará para los estudios en la Ciudad Adicional.

Presupuesto	BID (US\$)
Componente 1. Diagnósticos profundizados y proyectos de inversión para Barranquilla	600.000
Componente 2. Financiamiento Complementario de diagnostico de una ciudad adicional	130.000
Componente 3. Sistema de monitoreo y evaluación de la sostenibilidad para Barranquilla	100.000
Componente 4. Coordinación de la iniciativa y profundización del trabajo intersectorial	100.000
Total	930.000

5.2 Los resultados esperados de esta CT son que a corto plazo la ciudad de Barranquilla cuente con estudios de pre-factibilidad para proyectos priorizados en su Plan de Acción y tenga diseñado un sistema de monitoreo de los indicadores de sostenibilidad de la ciudad de Barranquilla, cuya información sea accesible a la población en general y que permita dar seguimiento a su progreso en el marco de la Iniciativa. Asimismo, se espera que la ciudad adicional seleccionada cuente con los estudios de base para desarrollar proyectos que solucionen sus problemas clave de sostenibilidad urbana, ambiental y fiscal.

Matriz de Resultados			
Indicadores	Unidad	Base	Meta
Diagnósticos de una ciudad adicional realizados	Estudios	0	2
Diagnósticos profundizado y preparación de proyectos para Barranquilla realizado	Estudios	0	1
Sistemas de monitoreo y evaluación de la sostenibilidad para Barranquilla diseñado e implementado	Sistema	0	1

VI. EJECUCIÓN

A. Organismo ejecutor

- 6.1 De conformidad con el documento GN-2629-1, y dado que esta operación es un producto de diseminación y conocimiento que nace por iniciativa del Banco, éste será el encargado de ejecutar las actividades de la Cooperación Técnica a través de la Coordinación General de ICES. Dicha Coordinación General cuenta con los conocimientos técnicos especializados que ha desarrollado en los temas de la Iniciativa, así como con la experiencia en asistencia técnica a entidades del nivel subnacional. A esto se suma el interés del Banco en garantizar un mínimo de estandarización en los procesos y los instrumentos metodológicos a aplicar en cada una de las ciudades, así como una adecuada coordinación operativa para asegurar el éxito del proyecto.
- 6.2 **Adquisiciones.** El Banco contratará los servicios de consultoría (individuos y firmas), de conformidad con las políticas y procedimientos vigentes para las Adquisiciones Institucionales.

B. Estructura operativa

- 6.3 El Grupo Coordinador de la ICES (GCI) estará a cargo del apoyo a la implementación, monitoreo, vinculación con Findeter y evaluación de los informes semestrales de avance. El grupo coordinador a su vez contratará a un equipo de consultores a tiempo completo que se encargarán de la administración y ejecución técnica de la operación. Este equipo será financiado parcialmente con recursos de esta CT.
- 6.4 El desarrollo de las actividades relacionadas con cada ciudad será liderado por un jefe de equipo, especialista de una de las divisiones técnicas que hacen parte de la operación, quien encabezará a los especialistas de las diferentes áreas que participan en el diagnóstico, formulación del plan de acción y la etapa de pre-inversión. Este equipo deberá estar conformado por al menos un representante de cada una de las dimensiones de sostenibilidad. Este esquema operativo facilitará la integración y una mayor apropiación del proceso por parte de las diferentes áreas operativas, así como una administración liviana y de bajo costo.

VII. BENEFICIOS Y RIESGOS DEL PROYECTO

A. Beneficios esperados

- 7.1 Como resultado de la ejecución de la operación, es de esperar que a corto plazo la ciudad beneficiaria en el esquema regular de la ICES pueda contar con un diagnóstico más robusto y los estudios de pre-inversión de las intervenciones claves para el desarrollo de la ciudad, así como que cuente con un sistema de monitoreo que coadyuve en la etapa de seguimiento del mencionado plan.

- 7.2 Se espera que la ciudad adicional defina un plan de acción a partir de una visión integral que favorezca la sostenibilidad urbana, ambiental y fiscal/institucional. El plan de acción dotará a la ciudad adicional de una agenda de inversiones prioritarias, compatible con las posibilidades técnicas y financieras necesarias para ejecutarla de forma efectiva y eficiente. Esto permitirá ejecutar posteriormente inversiones de alto impacto, evitando direccionar recursos escasos a temas no prioritarios.
- 7.3 Adicionalmente, se considera que el desarrollo de las actividades de coordinación con la ICES profundizará el trabajo intersectorial al interior del Banco.
- 7.4 A mediano y largo plazo se espera que, como resultado de la ejecución de las operaciones asociadas a esta cooperación técnica, el Banco profundice su trabajo en el nivel subnacional, con un enfoque integral e intersectorial, además de contribuir a los procesos de programación de inversiones en las ciudades.

B. Riesgos

- 7.5 El riesgo principal de la operación es la falta de coordinación entre los diferentes niveles de gobierno involucrados, el equipo implementador de Findeter y el Banco. Para mitigar este riesgo, el Banco, a través del Grupo Coordinador de la Iniciativa (GCI), prestará apoyo técnico durante la implementación y continuará realizando reuniones de coordinación con Findeter y los diferentes niveles de gobierno involucrados en el proceso. También se prevé que el Comité Estratégico y de Elegibilidad de la ICES realice reuniones periódicas donde, entre otros temas, se abordarán los problemas que podrían estar interfiriendo en la coordinación y se identificarán medidas para superarlos.

VIII. EXCEPCIONES A LAS POLÍTICAS DEL BANCO

- 8.1 No se han identificado excepciones a las políticas del Banco en esta CT.

IX. ESTRATEGIA AMBIENTAL Y SOCIAL

- 9.1 Por su naturaleza, los componentes financiados en esta operación no tendrán impactos ambientales o sociales negativos. Los estudios y anteproyectos de esta CT contribuirán a la preparación de proyectos que tendrán impactos ambientales y sociales positivos, promoviendo mejoras en la calidad ambiental urbana y en las condiciones de vida de los habitantes de las ciudades beneficiarias. Esta CT recibe la clasificación “C”.

PLAN DE ADQUISICIONES

Descripción	Costo Estimado de Contrato (US\$)	Método de Adquisición	Revisión de Adquisición (Ex-Ante /Ex-Post)	Fuente de Financiamiento y porcentaje		Fecha estimada de adquisición o inicio contrato	Revisión Técnica por parte del PTL	Comentarios
				BID	Otro			
Componente 1 - Firmas Consultoras								
Consultoría para el estudio inventarios de Gases Efecto Invernadero (GEI), Vulnerabilidad ante el Cambio Climático y Análisis de Huella Urbana en 1 ciudad	130,000	QCBS		100%	0	Mayo 2013		Por definir si sería una sola firma consultora o un grupo de firmas
Componente 2 - Firmas Consultoras								
Consultoría para Estudio de Movilidad en Barranquilla	200,000	QCBS		100%	0	Febrero 2013		Por definir si sería una sola firma consultora o un grupo de firmas
Consultoría para Estudio de Seguridad Ciudadana	200,000	QCBS		100%	0	Febrero 2013		Por definir si sería una sola firma consultora o un grupo de firmas
Consultorías para Proyectos de Pre-Inversión Adicionales	200,000	QCBS		100%	0	Junio 2013		
Componente 3 - Firmas Consultoras								
Consultoría para el establecimiento del Sistema de Monitoreo para Barranquilla	100,000	QCBS		100%	0	Enero 2014		Por definir si sería una sola firma consultora o un grupo de firmas
Componente 4 - Consultores Individuales								
Consultor de apoyo a las actividades en Barranquilla (3)	100,000	SSS		100%	0	Marzo 2013		
Total	930,000							

TÉRMINOS DE REFERENCIA

Estudio de diagnóstico y pre-diseño de mejoras para la movilidad y el tránsito vehicular en el centro de Barranquilla y la infraestructura vial de los corredores del Área Metropolitana

ANTECEDENTES Y JUSTIFICATIVA

Características de la ciudad. Barranquilla es una de las ciudades de Colombia más promisorias ya que por sus condiciones y ubicación geográfica es considerada “*la Capital de los Tratados de Libre Comercio*”. El reciente crecimiento de las zonas portuarias sobre el Rio Magdalena indica que la ciudad ha avanzado en su preparación para ampliar la capacidad de movilización de carga del país. Tan solo en 2010 se movilizaron a través del puerto de Barranquilla un total de 6.6 millones de toneladas lo que significó un aumento de 12.3% con relación a la carga de 2009.

Otra de las más importantes perspectivas del crecimiento de la ciudad es la oportunidad que le brinda el propio desarrollo del espacio sub-regional formado por el eje Cartagena-Barranquilla- Santa Marta, un espacio considerado estratégico en términos del crecimiento poblacional, flujo de carga, y atractivos para la inversión en actividades comerciales e industriales. En este escenario aparece de suma importancia la articulación logística Zona Industrial-Puerto, para la optimización del transporte de carga.

La integración económica y social de la ciudad con los municipios del Área Metropolitana (AM) empieza a verse como un imperativo del crecimiento, reflejándose en los aspectos de movilidad, conectividad e integración espacial. Así, la consolidación de la vocación portuaria fluvial y marítima como ciudad-puerto, le impone grandes retos al ordenamiento territorial de la ciudad y a su integración con los municipios del AM.

Problemáticas y desafíos en la movilidad y transporte. Barranquilla tiene construida solo la primera fase del Transmetro (30% de la cobertura total), lo que impone límites al crecimiento y expansión del sistema. Como aún no existe un cambio definitivo hacia un único sistema, se produce sobreoferta que origina alta congestión en las vías. Según estadísticas de la Secretaría de Transporte, en la ciudad existen 15.000 taxis, que representa un 48% de sobreoferta sobre las necesidades.

Dado que las grandes intersecciones viales y todas las rutas de transporte público pasan por el centro de la ciudad, y que en ausencia de infraestructura de parqueo el mismo se realiza en espacio público, es allí donde se presenta la mayor congestión vehicular. Otros retos que enfrenta la ciudad en lo relativo a la movilidad, son consolidar el modelo de

integración metropolitana a través del fortalecimiento de la red vial de conectividad, la descongestión del centro y la adaptación de la infraestructura para promover la accesibilidad del espacio público al peatón.

Justificativa. Durante el desarrollo del Plan de Acción para Barranquilla aplicando la metodología ICES, varias acciones de movilidad y transporte han sido destacadas como áreas prioritarias de atención. Por ello, la ciudad ha expresado su interés en mejorar algunos de sus problemas en movilidad y para ello requiere conocer más profundamente la problemática y sus respectivas posibles soluciones.

1. Objetivos de la consultoría:

- Identificar un grupo de medidas favorables para mejorar la movilidad motorizada y no motorizada en el Centro de la ciudad, las cuales deben estar alineadas con las iniciativas de conservación del Centro, así como del desarrollo del AM.
- Proponer un grupo de intervenciones para el corto y mediano plazo que permita mejorar la movilidad en los corredores viales más importantes del AM.

2. Actividades:

Teniendo como referencia estudios similares en ciudades de porte parecido, esta consultoría se espera tenga una duración de 6 meses. Las principales acciones para desarrollar en la consultoría incluyen: (i) relevamiento de información; (ii) análisis y diagnóstico de las informaciones recolectadas; (iii) modelación de transporte con foco en el área central de la ciudad; y (iv) desarrollo de una propuesta de intervención.

(i) **Relevamiento de Información:** La consultoría deberá identificar fuentes de información existentes en Barranquilla y apoyarse principalmente en información secundaria. Igualmente, deberá proponer la metodología apropiada para realizar el levantamiento de información primaria que no esté disponible. A continuación la cantidad mínima de información requerida para este propósito:

- Vías y sus características relevantes, incluyendo su uso (vehicular, peatonal, etc.), anchos, sentidos, carriles, velocidades y tipo de tráfico;
- Intersecciones y sus características relevantes: Carriles y sentidos, direccionalidades de giro y semaforización;
- Aforos vehiculares en las horas pico de todas las intersecciones de la zona de trabajo: Volúmenes de tráfico, velocidades, clasificación vehicular, tipo de servicio (particular, público, colectivo, etc.), direccionalidad de giros, origen, destino, propósito de viaje;

- Aforos peatonales en las horas pico en sitios relevantes de la zona de trabajo: Volúmenes, dirección de movimiento, origen, destino y propósito de viaje;
 - Zonas actuales de estacionamiento en la zona de trabajo: Estacionamiento en vía y fuera de vía, estacionamiento formal e informal, capacidad, horarios de operación, tarifas (donde sea aplicable);
 - Descripción de proyectos futuros que incidirían en la vialidad, tránsito y el desarrollo urbano de la zona en evaluación (Anteproyectos proporcionados por la ciudad);
 - Reglamentación urbana: Plan de usos del suelo y normatividad de construcción de la ciudad.
- (ii) **Análisis y diagnóstico de las informaciones recolectadas:** Con base en el relevamiento de información, la consultoría deberá producir un diagnóstico que caracterice el transporte y el desarrollo urbano de la ciudad de Barranquilla. En este diagnóstico se debe presentar una evaluación de los elementos que componen el sistema de transporte:
- Infraestructura vial: Estado actual y capacidad;
 - Flujos viales: Velocidades y cuellos de botella;
 - Vehículos: Volúmenes de viajes y tipos de vehículos;
 - Transporte público: Rutas, tipos de servicios, funcionamiento, capacidad y demanda;
 - Sistemas de control: Tipo de semáforos, funcionamiento, niveles de sincronización;
 - Usuarios del transporte: Volúmenes, propósitos de viaje, modos de transporte;
 - Cumplimiento de las normas: Efectividad de la supervisión y la fiscalización;
 - Estructura urbana: Análisis general de la oferta y demanda de servicios inmobiliarios en el centro de la ciudad e identificación de zonas con potencial de redesarrollo en los principales corredores la ciudad.
- (iii) **Modelación de transporte con foco en el área central de la ciudad:** El consultor deberá preparar una modelación del área central de Barranquilla. Este modelo deberá poder responder al efecto de diferentes políticas de transporte y propuestas para el manejo de la demanda en el centro. El modelo debe ajustarse a la actual plataforma de software (VISUM y VISSIM) y esquemas de datos de transporte que tiene la ciudad. El modelo deberá estar debidamente validado con observaciones primarias de campo. En este modelo

se debe poder simular el funcionamiento del sistema en horas pico y visualizarlo de manera interactiva.

Modelación:

- Montaje de red vial en VISUM con todos los atributos;
- Montaje de la matriz de demanda sectorial en VISUM;
- Definición de factores de precarga;
- Definición de atributos de intersecciones semaforizadas;
- Creación de la situación actual (transito, transporte público, peatonal);
- Calibración de la situación actual con toma de datos en terreno;
- Creación de escenarios nuevos;
- Modelación de escenarios nuevos;
- Análisis de resultados de modelación.

Simulación:

- Montaje de red vial en VISSIM con todos los atributos;
- Montaje de decisiones de giro por tipo de vehículo;
- Montaje de intersecciones semaforizadas con tiempos semafóricos actuales;
- Simulación de situación actual;
- Calibración de la situación actual con toma de datos en terreno;
- Creación de escenarios nuevos;
- Simulación de escenarios nuevos;
- Análisis de resultados de simulación.

- (iv) **Desarrollo de una propuesta de intervención:** Con base en el diagnóstico, la consultoría deberá proponer al menos 5 propuestas de proyectos y políticas para mejorar el transporte en la ciudad. Estas propuestas deben contener medidas concretas basadas en mejores las prácticas internacionales en el manejo de centros urbanos. Cada propuesta debe ser presentada a nivel conceptual y justificada bajo su lógica de sostenibilidad urbana, indicando los potenciales efectos positivos que podría traer. Cada propuesta deberá estar bajo un marco de evaluación ex-ante: Identificar su costo estimado, impactos esperados, tiempo de implantación, mecanismos e instrumentos de implantación, trabajos técnicos necesarios. Cada intervención debe ser visualizada mediante una micro-simulación utilizando el modelo propuesto en el ítem anterior. Entre las posibles alternativas que se pueden explorar se encuentran las siguientes, sin perjuicio a que la consultoría proponga una lista diferente:

- Modificaciones en el tránsito vehicular: Usos de las vías (vehicular, peatonal, bicicletas), sentidos viales, maniobras;

- Construcción, mejoramiento o adaptación de infraestructura para modos no motorizados;
- Modificaciones en la disponibilidad y costos de estacionamientos;
- Implantación de fiscalización electrónica: Lectura de placas en puntos estratégicos;
- Restricciones vehiculares por tipo de vehículo o por circulación horaria/zonal;
- Cobros por el uso de la infraestructura vial;
- Implantación de un programa de alquiler de bicicletas;

Para atender específicamente los aspectos que permitan mejorar la movilidad en los corredores viales más importantes del AM, la consultoría deberá llevar a cabo las siguientes acciones: (i) análisis de la circulación vehicular y (ii) desarrollo de una propuesta de intervención.

- (i) **Análisis de la circulación vehicular:** La consultoría deberá preparar un diagnóstico de la problemática de tráfico del AM de Barranquilla. En este diagnóstico se deberán identificar los principales retos que enfrenta la movilidad urbana a nivel de infraestructura, tráfico y estado vehicular. La consultoría deberá apoyarse en fuentes secundarias para su investigación, verificar las proyecciones y actualizarlas, mediante la toma de información para validar y complementar los datos existentes que considere de mayor importancia. El diagnóstico deberá analizar alrededor de 60 kms en los corredores de mayor circulación de la ciudad. Los corredores serán divididos en segmentos viales a ser acordados con la ciudad durante la primera semana de trabajo. Para cada segmento vial se desarrollará el siguiente análisis:
- Caracterización de la infraestructura: Identificar el tipo de vía, capacidad, sentidos de tráfico, tipo de pavimento, accesos, edad de construcción y otras características relevantes que proponga la consultoría.
 - Estado de la infraestructura: Identificar el nivel de funcionalidad del pavimento, respecto a la presencia de ahuellamientos, fisuras, baches y demás.
 - Niveles de tráfico y composición: Dividir los segmentos viales en tramos de máximo 5 kms cada uno. Para cada tramo, la consultoría identificará el tráfico en la hora pico de la mañana, la hora pico de la tarde y una hora valle representativa. Los resultados planteados deberán reflejar mediciones en al menos 3 días de una misma semana. Las mediciones de tráfico deberán estar segmentadas por tipo de vehículo (auto, combi, bus, camión).
 - Velocidades de desplazamiento promedio: Medir las velocidades promedio de desplazamiento para cada segmento vial. Las velocidades deben identificarse para la hora pico de la mañana, la hora pico de la tarde y una hora valle

representativa. Los resultados planteados deberán reflejar mediciones en al menos 3 días de una misma semana. Las velocidades deben estar segmentadas por tipo de servicio (privado/público/carga).

- Intersecciones y sistemas de semaforización: Identificar las intersecciones a lo largo de cada segmento vial. Caracterizar los flujos de tráfico en cada dirección para las horas pico de la mañana y la tarde. De haber semáforo en la intersección, caracterizar los tiempos de cada fase. Identificar el nivel de saturación en cada intersección, proponiendo un indicador que permita comparar diferentes intersecciones.
- Cumplimiento de las normas: Identificar, de manera general, el nivel de cumplimiento de las normas de tráfico a lo largo de los segmentos viales. Por medio de inspecciones visuales, identificar las reglamentaciones (semáforos en rojo, estacionamientos autorizados, cruces permitidos, cinturón de seguridad, etc) que son incumplidas con mayor frecuencia y los puntos críticos de los segmentos viales donde no se cumplen las normas.
- Normatividad de estacionamientos: Identificar las alternativas de estacionamiento para vehículos a lo largo de cada segmento. Indicar la disponibilidad de lotes de estacionamientos privados o estacionamiento en la calle.

(ii) **Desarrollo de una propuesta de intervención:** Con base en el diagnóstico desarrollado, la consultoría deberá proponer una serie de intervenciones sobre el sistema de corredores viales, con el fin de atender la problemática actual con medidas de corto y mediano plazo. Para cada intervención, se deberá identificar:

- Tipo de intervención: Desarrollar una tipología de intervenciones para mejorar la movilidad en los corredores viales estudiados. Incluir, entre otros:
 - Cambios en políticas de transporte;
 - Cambio en normatividades de tráfico;
 - Modificaciones en la política de parqueaderos;
 - Intervención en infraestructura;
 - Mejoramiento de equipamientos;
 - Reforzamiento de sistemas de fiscalización.
- Impacto de la intervención: Con base en la información recolectada, describir de manera cualitativa y cuantitativa (rango aproximado) el impacto en el tráfico de cada intervención.
- Costo de la intervención: Presentar un presupuesto aproximado para cada intervención, incluyendo oportunidades para involucramiento del sector privado.

- Responsabilidades: Identificar las entidades responsables de implementar cada una de las intervenciones y describir el rol de los actores que deben estar involucrados en el proceso de toma de decisiones.
- Tiempo y requisitos de implementación: Describir el tiempo, las fases y las necesidades de preinversión requeridas para implementar cada intervención.
- Impactos socio-ambientales: Describir de manera general los impactos socio-ambientales de cada alternativa -durante su construcción y operación- y proponer medidas de mitigación.

3. Resultados esperados:

El estudio deberá resultar en propuestas de medidas de intervención (proyectos y cambios en políticas de transporte) para la mejora de la movilidad motorizada y no motorizada y el desarrollo urbano en el Centro de la ciudad. Deberá contemplar la construcción, mejoramiento o adaptación de infraestructura para promover el uso de modos no motorizados (transporte activo: peatonal y de bicicletas) en las vías; deberá incluir propuestas de modificaciones en la política para disponibilidad de estacionamientos; y la incorporación de sistemas inteligentes de transporte (nuevas tecnologías) destinados a la mejora de la gestión del tránsito que permitan reducir la congestión de la zona (fiscalización electrónica; centros de control de tráfico; cobro por el uso de la infraestructura vial; etc.).

Por otra parte, deberá enfocarse en la articulación logística de la zona Industrial-Puerto, para la optimización del transporte de carga que circula por la región. Deberá analizar y proponer medidas y proyectos para un adecuado acceso al aeropuerto, a los puertos y a las zonas francas, y mejorar la infraestructura de movilidad para carga, evitando el paso de vehículos de carga por la malla vial interna de la ciudad, de tal forma que se eleve la competitividad portuaria y se mejoren los tiempos de transporte dentro de la estructura urbana, y se mejore la infraestructura vial y la conectividad en los corredores del AM y la región.

4. Características de la consultoría:

Para desarrollar las actividades descritas se requerirá una firma consultora, la cual deberá contar con los siguientes profesionales:

- **Gerente de Proyecto:** Este profesional deberá contar con experiencia mínima de 15 años en la dirección de proyectos de transporte urbano. Conocimiento en el contexto colombiano es indispensable. Se podrá seleccionar a cualquiera de los profesionales clave como director del proyecto con una dedicación mínima del 30% a esta actividad.

- **Especialista de Transportes:** Profesional con grado universitario en ingeniería civil, ingeniería de telecomunicaciones o similar y estudios de posgrado en áreas relacionadas con la planeación/operación de sistemas de transporte, con más de 5 años de experiencia en modelación de transporte y/o sistemas inteligentes de transporte. Experiencia con al menos 2 modelos de transporte usando la herramienta VISUM. Deseable demostrar capacitación en fábrica de las herramientas de modelación (VISUM) y simulación (VISSIM).
- **Especialista de Tráfico:** Profesional con grado universitario en ingeniería civil/transportes o similar y estudios de posgrado en áreas relacionadas con el estudio del tráfico. Experiencia probada en la elaboración, como mínimo 5 estudios de tránsito para proyectos de mejoramiento de la infraestructura vial urbana y/o gestión del tránsito. Con mínimo 5 años de experiencia en proyectos de infraestructura, tránsito y/o transporte. Deseable la experiencia en Colombia y en proyectos urbanos en ciudades de al menos 500,000 habitantes.
- **Especialista en Desarrollo Urbano:** Arquitecto urbanista o profesión afín con al menos 5 años de experiencia en diseño y estructuración, promoción y ejecución de proyectos inmobiliarios comerciales, de uso mixto, vivienda y equipamiento para peatones y modos no motorizados. Deseable experiencia en proyectos en zonas de renovación urbana y conservación.

5. Presupuesto de referencia:

El valor referencial del estudio es de US\$200,000.

20% en el momento de la firma del contrato

40% a la entrega del punto 2.iv) “Desarrollo de una Propuesta de Inversión”

40% a la entrega del Producto Final sujeto a la aprobación del Banco

TERMS OF REFERENCE

Emerging and Sustainable Cities Initiative (ESCI) Support Activities to ESCI's Program in Colombia

Background

The cities of Latin America and the Caribbean (LAC) face daunting challenges in decades to come. Despite being the engines of growth in their respective economies and ongoing improvements in the provision of basic services, cities in the Region are still characterized by unacceptably high proportions of their population living in poverty, limited institutional capacity, and an enduring scarcity of resources to improve the quality of life of their citizens. The additional burdens of adapting to the challenges of climate change renders even more urgent the need to promote improved governance.

Over 75% of LAC's population lives in urban conglomerates, a population of approximately 460 million people. LAC is the second most urbanized region on the planet; it has 4 of the 20 cities in the world with over 10 million inhabitants and 55 of the world's 414 cities with more than one million inhabitants. Although large cities are more important in LAC than in developing countries in other regions, these big cities are no longer those with the highest rates of growth and the region's urban population increasingly consists of residents of intermediate-size rather than large cities (Lora, 2010).

Urban areas have been, and will continue to be, the focal points of economic activity; 55% of the Gross Domestic Product (GDP) has been generated by activities in the cities. This number is expected to reach 80% in the next 25 years. At the same time, there is a concentration of poverty in urban areas. According to ECLAC (2009), 180 million people live in conditions of poverty in 2008 (33% of the total region's population) and about 66% of those in poverty lived in LAC cities (118 million people). In addition, it is estimated that 130 million people (32% of the urban population) live in informal settlements (UN-Habitat, 2006).

The rapid and inefficient growth of cities over the last decades has significantly impacted their physical environment. Lack of urban planning has led to disorderly growth and inappropriate land use patterns contributing to excessive internal displacements and urban congestion. The footprint of cities continues to expand rapidly, consuming natural resources and invading vulnerable areas and zones meant for agricultural use.

Due to the decentralization processes that have been taking place in the region over the last two decades, local governments have assumed greater responsibilities for the provision of social services. Nevertheless, most municipalities depend on earmarked national transfers and do not manage their own resources adequately. As a consequence, local authorities face a chronic shortage of investment resources. At the same time, there

are wide asymmetries in the managerial capacities of sub-national governments, impacting their ability to improve the quality of life of their citizens.

In addition to the challenges of accelerated development, there are problems associated with climate change. Its potential effects on cities and their inhabitants threaten to undermine long-term efforts to achieve sustainable development. Changes in precipitation and increases in temperature have potential negative consequences on cities, including (i) adverse effects in food security; (ii) significant changes in water quality and quantity for human consumption; and (iii) increases in economic damage from more intense and frequent hurricanes and tropical storms, affecting millions of people already vulnerable.

Addressing these challenges requires a comprehensive and integrated development vision to satisfy current needs without jeopardizing the well-being of future generations. A sustainable city is one that offers a high quality of life for its inhabitants while generating lower environmental impacts, promotes sustainable urban development, is fiscally solvent, and practices good governance.

Emerging and Sustainable Cities Initiative (“The Program”)

The Emerging and Sustainable Cities Initiative (ESCI) employs a multidisciplinary approach to addressing the challenges facing the urban areas of LAC, integrating environmental sustainability, comprehensive urban development, fiscal sustainability and good governance.

The Initiative will provide a set of tools for intermediate cities to be able to: (i) identify key bottlenecks that they may face in their path towards sustainability; (ii) weigh and prioritize the identified problems to guide investment decisions in the sectors that may generate more positive impacts; (iii) find specific adequate solutions according to their cost-benefit that would pave the road towards increasing sustainability. In addition, solutions should take into consideration different local sources to finance them as well as the institutional capacity for their implementation; and (iv) follow up progress and advances in closing gaps and reaching goals.

The **environmental and climate change dimension** is concerned with environmental management and local pollution control issues (including air and water contamination, solid waste management and disaster prevention), climate change mitigation (through energy efficiency and other measures), and climate vulnerability reduction and adaptation measures.

The **urban development dimension** refers to the effects of the city’s design and footprint (or its ability to control its growth through effective planning and land use control), social inequality and uneven distribution of urban services, efficiency of its urban transportation network, economic competitiveness and the level of public safety.

The **fiscal sustainability dimension** is related to the ability of local governments to prioritize and finance needed investments, fund and maintain their urban and social services, control adequately their expenditures and debt, and make decisions in a transparent manner.

The Initiative will include all of the countries in the region and will be open to any municipality, state or provincial governments or groups of municipalities. However, the initial priority will be to focus on medium size cities, the 70 emerging local economies of the region, where the impact of the actions has the potential to be greater and more immediate. The Initiative is aimed at mobilizing and coordinating the technical capacity of all the areas of the Bank in supporting the cities in closing the gaps identified and prioritized in the process.

ESCI in Colombia

Last May, the Bank approved the Technical Cooperation Agreements (TC) RG-T2173 and RG-T2175, which focus on applying the urban, fiscal and urban filters in 5 Latin American cities, amongst them: Cochabamba, Bolivia; Mar del Plata, Argentina; Montego Bay, Jamaica; Managua, Nicaragua; and Barranquilla, Colombia. Additionally, through an Agreement reached with Findeter an additional city from Colombia will join ESCI through the “Additional Cities Program”: Manizales, Pereira or Bucaramanga.

The TCs also include financing for the design and publishing of an Action Plan and additional financing for the pre-investment of priority projects, as well as a monitoring system to follow up on the efforts that are made in the cities towards reaching the actions set in the aforementioned Plans. ESCI’s work in the Colombian cities will be done in cooperation the Bank’s headquarters, the IDB Representation office in Colombia, Findeter and Economía Urbana.

Consultancy objectives and main activities

The objective of this Consultancy is to provide support to the ESCI’s team in Washington and Colombia with the following activities:

- a) Coordinate and facilitate activities related to applying ESCI’s methodology in the Colombian cities amongst them:
 - i) Application and development of the urban, fiscal and environmental filters
 - ii) Design and application of an Action Plan for each of the cities
 - iii) Organize roundtables focused on discussing and analyzing the Action Plans
- b) Provide support to ESCI’s Team Leader in Colombia with:
 - i) Coordinating IADB’s in-country office relations with HQ, Findeter and Economía Urbana
 - ii) Coordinate the Bank’s specialists which will be providing support to ESCI’s activities in the Colombian cities

- iii) Coordinate, review and organize the documentation related to developing the Action Plans for each Colombian city
- c) Support the ESCI team in all aspects related to design or implementation activities during the diagnostics (data gathering for indicators, reviewing benchmarking), solutions identification (including reviewing technical documentation and lessons learned from other cities), action plan formulation (including drafting and reviewing key sections), development of studies (reviewing final products) and citizen monitoring plan (interacting with potential partners and collaborating in setting up the monitoring system). This will be done for the Colombian cities included in ESCI's current phase.

Coordination

The supervisors on this consultant's work and deliverables will be Andres Blanco, IFD/FMM Senior Specialist and Ellis Juan, ESCI's General Coordinator.

Characteristics of the consultancy

- **Consultancy Category & Modality:** Individual / National
- **Contract duration:** To be determined
- **Place of work:** IDB Country Office in Colombia, under the supervision of the specialist on charge.
- **Term of Contract:** To be determined
- **Form of Payment:** Monthly payment; report of activities; approval of supervision.
- **Travel Expenses:** The Bank will cover travel expenses according with the Bank policies and procedures.

Qualifications:

- **Experience:** Professional with at least 5 years of work experience in the urban planning field
- **Education:** Master's Degree in a relevant field (environmental sciences, economics, development)
- **Languages:** Fluent in English and Spanish; other IDB languages a plus.
- **Other:** excellent written and oral communication in Spanish and English; strong interpersonal and teamwork skills, ability to work independently, self-initiative and responsibility; knowledge of Bank procedures a plus.

TERMS OF REFERENCE

Climate Change and Urban Development Studies in Colombia

BACKGROUND

- 1.1 Cities have a key role in the diffusion of innovations, generation of expertise, concentration of specialized labor, development of more dynamic economic activities and provision of educational, cultural and recreational services. It is also worth noting that 180 million people (33% of the LAC population) live in conditions of poverty and 66% of these are presently concentrated in the cities. This population has increasing and unsatisfied demands for urban and social services, decent housing conditions, employment and opportunities to generate income.
- 1.2 The accelerated urban growth of LAC presents a series of challenges that should be dealt with comprehensively to ensure the future sustainability of the region's cities, especially the intermediate-sized ones. Since the 1980s, the region's large cities have been growing more slowly compared to the region's intermediate cities (Cristini *et al.*, 2008).
- 1.3 This growth has occurred while these cities have simultaneously faced a series of challenges that jeopardize their sustainability and negatively affect the quality of life of their inhabitants. These problems are varied and interrelated, which makes the measures taken to resolve them even more complex.
- 1.4 As a response to the current situation of the cities and the region's urbanization process, the Bank developed the Emerging and Sustainable Cities Initiative. The purpose of the Initiative is to contribute to improve the quality of life in LAC's emerging cities, in the environmental, urban, and fiscal sustainability dimensions.
- 1.5 The Bank is supporting cities through this Initiative, by combining the capacities of different internal sectors in the formulation of action plans designed to guide the actions of local government in search of sustainability. The Bank is involved in this effort not only as the most important development bank in the region, but also because of its familiarity with the countries, in addition to the potential opportunities that the support of the Initiative represents for the institution.
- 1.6 One of the topics that have been prioritized in many cities of the region is urban growth and territorial expansion, and the negative environmental, social and economic impact that formal and informal occupation is producing in the landscape of cities and their immediate regions.
- 1.7 Policy makers at the municipal level in intermediate cities of the region usually lack adequate supporting information and analysis to aid them in the design of policies that help to promote growth in an orderly, sustainable way. The links between how the city grows and the municipal budget (in terms of infrastructure investment and operation costs) are not clear. Furthermore, the environmental

impacts of the growth of the city footprint are usually not fully considered; i.e. how conservation areas, aquifer recharge areas, natural disaster-prone areas, areas vulnerable to the effects of climate change and greenhouse gas emissions levels are influenced by the type of growth the city promotes.

- 1.8 The studies to be undertaken as part of this consultancy aim to provide this understanding and awareness on the dynamics of the urban footprint, and on the impacts of different growth patterns, by analyzing infrastructure costs associated with different growth scenarios (low density sprawl, medium to high density mixed-use communities), as well as the greenhouse gas emissions implications. These studies will allow urban planners to make the necessary adjustments to the territorial development plans, allowing for growth while protecting key green infrastructure (e.g. conservation areas, aquifer recharge areas, etc.), avoiding occupation of highly vulnerable areas, and keeping infrastructure costs and greenhouse gas emissions down.
- 1.9 The impacts of climate change on cities are becoming clearer. The foreseen increase in the number and intensity of extreme climate events together with the lack of resilience and socio-economic fragility of urban centers elevate the risks for flooding, landslides and droughts. For instance, coastal communities' livelihoods are at increasing risk of sea level rise due to a combination of different factors including the high sensitivity and exposure of economic assets and the limited capacity to cope with rapid changes in the shoreline due to physical processes accelerated by climate change. Half of LAC urbanized areas with a population of over 5 million people are located in low-lying coastal areas. According to Dasgupta et al. (2007), the damage caused by sea level rise in LAC would cost between 0.54% and 1.30% of the regional GDP.
- 1.10 The lack of an adequate urban and rural planning significantly also exacerbates the risk of disasters' occurrence, as occupied land is usually located on areas highly exposed to environmental risks (i.e. river banks, wetlands and areas with steep slopes). This issue, together with changes in the occurrence probability and intensity of certain natural hazards will deepen the impacts of floods, hurricanes and earthquakes on the poorest.
- 1.11 In the case of hydro-meteorological events, the situation is critical due to the accentuation of extreme phenomena and the non-stationarity of hydrological cycles echoed by higher climate variability. The potential effects of this phenomenon on the cities and their inhabitants are projected to increase economic and human losses, reduce water availability and production capacity, aggravate erosion, threaten coastal areas and generate significant social impacts. According to ECLAC/IDB (2009), if LAC does not take actions to reduce the effects of extreme events in the following decades, it could cost up to an estimated 250 billion USD at 2100.
- 1.12 In the case of adaptation to climate change and disaster risk management, our mid-sized cities usually lack of a robust risk assessment. Based on these findings, the Bank has decided to provide each of the cities of the Sustainable Emerging Cities Initiative with tools that will enable them to have observed and projected

data on key climate and geophysical hazards and vulnerability parameters to analyze variance in those on a short and long term bases. Counting with valuable projections and concrete adaptation measures will help improve the adaptive capacity of the city.

- 1.13 Urban areas in LAC are not major greenhouse gas (GHG) emitters. However, the great challenge of the region is to achieve sustainable development in accordance with its economic and social realities while preserving its historic low-carbon footprint; that is, to be able to consider future generations when the present ones still lack essential elements such as food, housing and basic utilities, and social services. The challenge is to promote a culture of efficiency, savings and respect for the environment while enhancing the quality of life in today's cities. This requires a concerted, holistic effort with a long-term vision, combining the actions of the different parties involved under the leadership of local governments and with the participation of their citizens. The Bank is an involved party in this effort, not only because it is the major financing institution of the region's policies and programs, has a close relationship with the countries and knows them well, but also because this initiative offers the potential for the Bank to accelerate a sustainable development agenda in the region.

OBJECTIVE

- 1.14 The expected outcome of the consultancy is to develop an understanding of the urban dynamics that will aid cities in planning their growth policies. The study will analyze the historic growth of a selected intermediate Colombian city, its projected growth under current trends, and the effects that the vulnerability to natural disasters and to climate change adaptation and mitigation will have on its growth.
- 1.15 The specific objective of the consultancy is to develop the following three studies for the city:

Inventory of Greenhouse Gas Emissions. This study will develop a GHG Inventory for the city, as well as for city government operations, including forecasts and potential mitigation actions for specific sectors.

Study on risk assessment and vulnerability to climate change. The study will provide the city with a probabilistic disaster risk assessment, impact analysis and mapping including prioritized hydro-meteorological and geophysical hazardous events and sea level rise (if applicable), taking into account the impacts associated with climate change.

Study of urban footprint and growth scenarios. This study will take into consideration the urban form and its dynamics under past and current trends and policies, for the assessment and implementation of successful infrastructure and environmental planning at the city and regional levels. In addition, it will produce an analysis of costs for the provision of basic infrastructure and GHG emission levels under two different growth scenarios (current trends growth and smart growth), including policy recommendations.

ACTIVITIES**1.16 Consulting Engagement 1: Develop an inventory of GHG emissions**

- a. The consulting firm will undertake the following activities:
 - i. Develop a GHG inventory for the city, based on existing methodologies for estimating GHG emissions, in accordance with the national context and taking into consideration methodological approaches used by the IDB, the Global Protocol for Community-scale Greenhouse Gas Emissions developed by ICLEI, UNEP, UN-Habitat and the World Bank in 2012; and other documented methodological sources of international recognition. The inventory should focus on 2011 or, if data availability permits, an earlier year.
 - ii. Develop emission scenarios for key economic sectors including transport, solid waste, water, energy consumption (residential, industrial and commercial) and energy supply. This analysis will provide an understanding of challenges and opportunities facing these sectors. Projections should generally be made for 2020 and 2030 but also take local development plan time horizons into account.
 - iii. Identify and prioritize mitigation options for planned policies and potential “beyond policies” scenarios, including measures in sectors such as energy efficiency, promotion of renewable sources of energy, local regulatory frameworks to incentivize sustainability, sustainable transport, opportunities of methane capture in landfills, among others.
 - iv. Investigate the relationship between air quality and GHG inventories at a local level in the cities of work.
 - v. Comparatively evaluate the identified potential mitigation options for the sectors (including energy, transportation, solid waste, wastewater, industry and land use change and forestry) with regards to monitoring, verifying and reporting GHG emission reductions (MRV), cost and benefit, non-GHG related co-benefits and investment and financial flows needed for each measure. The follow up of this diagnostic will monitor the effectiveness of the actions put into practice.

1.17 Consulting Engagement 2: Develop a probabilistic hazard and risk assessment study

- a. Each consulting firm should include in their proposal a detailed description of the methodology that will be applied to fulfill the requirements of these Terms of Reference. It is desirable that the aforementioned methodology has been applied by the firm in similar cases in the past. If the methodology has not been applied by the firm in the past, the proposal should also include a detailed description of the reasons why such methodology has been chosen and provide examples on where and when it has been applied in the past by other firms and the results of its application in those cases. In the cases that the methodology has never been applied in the past by any firm, then a more thorough description should be included. This description should include technical data and a quantitative and qualitative analysis that describes why this methodology has been chosen.

- b. The consulting firm will undertake the following activities:
 - i. Identify and summarize available information (study and literature) including historical disaster data, risk information and climate change scenarios. The information includes international study results (IPCC) and other recent studies conducted by regional and national organizations.
 - ii. Estimate probabilistic disaster risk analysis, including climate change scenarios, with the following steps:
 - a. The firm will develop an estimated probabilistic hazard analysis of the priority hazards in the city. The firm will incorporate hazard analysis projections of hydro-meteorological variables based on climate change scenarios. If no adequate data is available for this, the firm shall estimate hydro-meteorological changes under climate change with the best available data.
 - b. Exposure value calculation. The consulting firm will develop an inventory of critical infrastructure and residential and commercial areas that may be affected by those hazards. The data should include health infrastructure, potable water supply, sanitation, drainage, electricity supply, solid waste collection, houses and roads. In the case of residential areas, the firm will define the construction area, value of assets and exact location of construction. In case that the cadastral information is not available at residential level the firm shall apply a methodology of approximation (proxy).
 - c. Description and identification of vulnerability functions. The firm shall define, with the appropriate technical justification, the physical vulnerability function of each type of construction and infrastructure for the considered hazards. Existing vulnerability functions developed by other IDB projects (e.g. CAPRA) may be applied.
 - d. Risk estimation. Based on the information of hazards, exposure value and function of vulnerability, the firm will develop a quantitative probabilistic risk analysis in terms of physical and human losses. This calculation includes the probable maximum loss and expected annual loss from the prioritized hazards.
- iii. Analysis of socio-economic impacts of prioritized slow onset hazards (as droughts, heat wave and sea level rise) including climate change scenarios.
 - a. Development of impacts assessment maps for the projected floods to include the following city sectors: 1) education facilities, 2) municipal buildings, 3) medical facilities, 4) road system, 5) productive sectors (agriculture and industry) and 6) current and future urban footprint. The maps will use a street-

light indicator using red for critical impact, yellow for moderate impact and green for no impact.

- iv. Development of maps that illustrate the result of (i) the analysis on probabilistic disaster risk analysis, including climate change scenarios; and (ii) analysis of socio-economic impacts of slow onset hazards including climate change scenarios. A target scale of the mapping will be 1:10,000/1:25000 in accordance with the city studied. The generated maps should include the city and surroundings (metropolitan area), including watersheds.
- v. The Assessment Report for each city that shall include:
 - a. Hazard, and risk maps at appropriate scale (e.g. 1:10,000/1:25,000 scale, depending on the city) including GIS data archive. The scale of the map proposed should be justified on technical grounds.
 - b. Documentation of the analysis of probabilistic hazard and disaster risk assessment including climate change scenarios.
 - c. Documentation of projections of slow onset hazards and its socio-economic impacts including climate change scenarios.

1.18 **Consulting Engagement 3:** Develop the urban footprint study and analysis of growth scenarios

- a. **Current and Historic Urban Footprint.** Review the documents that support the methodological development of the Initiative.
- b. Define a study area spatially and temporally, deriving its boundaries from human and natural systems geographies and data by using a spatial boundary which encompasses both the metropolitan statistical area as well as infrastructure services and supporting natural systems.
- c. Satellite imagery and remote sensing technology will be used to produce and analyze past and current urban footprints. All imagery analysis must be done on 30 meter remote sensing data (or the best resolution available). All the data must be produced in spatial data structure following the ISO 19115 standard.
- d. A baseline land cover classification leading to the definition of the urban footprint must be conducted on the baseline imagery using highly accurate object oriented supervised classification methodology that has been adopted by mayor governmental specialized agencies (ex. United States Geological Survey's (USGS) or British Geological Survey (BGS)).

- e. Sample points or training data, to conduct classification, shall be collected remotely through imagery and site survey of each city. Experts from the consulting team will travel to each city to collect a ground sample to calibrate training data that will be used to produce supervised classification. If an existing ground sample or land cover data is available, the classification process must be able to incorporate those data in the sampling process.
- f. The consulting firm will specify in their proposal the number of land cover classes that will be interpreted from satellite imagery, including the technical grounds for it. Urban areas will have three separate categories based on their imperviousness: high density, medium density and low density (20-50%; 50% to 80%; and 80% to 100%). Categories such as agriculture and pasture land will be separated with a dependable rule set that can be replicated in all data sets.
- g. Final land cover classification will be checked for any quality assurance and quality control (QA/QC) issues. Land cover classes shall address any logic/illogic issues. For example, a speckle of urban categories in the middle of a lake or river will be an illogical classification.
- h. A Metadata library will be generated for all the land cover classification data using a standard process as guided by FGDC. It will include a comprehensive spatial inventory of the best available information on green and gray infrastructure using satellite imagery classifications, open street map databases, and other relevant sources.
- i. **Urban Growth Scenarios.** Review information on planned infrastructure (roads and bridges, energy infrastructure, and other) that may have an impact on future land use.
- j. Analyze census data, including population projections, allocated densities and uses in urbanized areas.
- k. Review existing urban development plans and identify areas where various kinds of development are currently allowed and at what densities.
- l. Perform a market segmentation analysis to determine a proposed number of classes appropriate to the region, taking into account available calibration information. At least three types of land development should be considered, corresponding to high, moderate and low density visible in satellite imagery. Further refinement is at the discretion of the contractor.
- m. Develop a set of constraining factors to future development, such as environmental masks that identify areas where various forms of development are impractical or inadvisable and should be protected by urban growth policies. For example, general constraints should include public lands, steep slopes, aquifer recharge areas, as well as flood

plains. Areas that are highly vulnerable to natural disasters (as resulting from the Consulting Engagement 2) will also be added to the constraints. Specific constraints should include areas where industrial uses or agriculture uses are specifically zoned. For each market segment, the current legally and practically-buildable land supply in hectares should be estimated.

- n. Perform an analysis of recent historic land cover change and its associations with various potential non-spatial explanatory factors, such as aggregate population and employment growth. For each market segment identified, the contractor will project future land use demands (in hectares) for the forecasting horizon (e.g. demand for total urban residential land should be related to jobs, population growth rates, and built density, etc.).
- o. Analyze the spatial factors that can potentially explain the spatial patterns exhibited in recent historic change (attractiveness factors), which are expected to remain important across future scenarios for each market segment (e.g. distance or travel times to various amenities).
- p. Develop a future-oriented “attractiveness” or “suitability” model which estimates the relative likelihood of each legally and practically-buildable unit to be developed.
- q. Using the information gathered (green and gray infrastructure, planned infrastructure, census and population projections, urban development plans and satellite imagery), perform an economic calculation to determine land attractiveness for various uses across all potential development areas using a 20-30-year projection of land cover, taking into account land use conflicts, vulnerable areas, economic changes, and existing planning rules and regulations. The objective of this calculation is to estimate the distribution of future populations over time, resolving land use conflicts using adjustable rules.
- r. Analyze two different urban growth scenarios (“current trends” scenario and “smart growth” scenario). The latter scenario will take into account increases in growth density as well as infill and densification of urbanized areas.
- s. With the collected data and using the results of the Consulting Engagement 1 (GHG Inventory for the city) develop an estimation analysis for GHG emissions change for both the current trends and smart growth scenarios by analyzing changes in the transport, land use change, energy and other relevant sectors.
- t. Analyze the investment costs required for the provision of basic infrastructure to accommodate growth in the different scenarios. The consulting firm should specify and technically justify in its proposal the type of infrastructure selected for the cost analysis, which could

include potable water supply, sanitation, drainage, electricity supply, urban mass transit, solid waste collection, roads, and mitigation works required to reduce natural disaster risk. Local costs for infrastructure should be considered.

u. Based on the results of the cost projections, provide an analysis that includes detailed policy recommendations which can be used to improve the urban development plan.

- 1.19 In carrying out the aforementioned activities, the consulting firm will be responsible for the information collection and analysis. In addition to travelling to the city to gather information, it is highly recommended that the consulting firm hires local consultants for aiding in the data collection process and in the follow up with local officials. The consulting firm should not rely solely on the local municipality as the sole source of information. It will be a responsibility of the firm to find alternative information sources and expert calculations to reach the desired results.

PRODUCTS

- 1.20 All reports, technical background material, briefings, articles and news in the context of this consultancy must follow the Bank specifications¹. The outputs of the consultancy as well as reports must follow the Bank's publication protocol.

1.21 **Consulting Engagement 1:** Develop an inventory of GHG emissions

- a. The consulting firm must produce the following studies for the city:
 - i. Preparation of a **GHG emissions inventory**.
 - ii. Identification of **baseline scenarios** (for sectors).
 - iii. **Identification and prioritization of mitigation options** and scenarios for each sector, including an analysis of cost-efficiency of different mitigation scenarios, including investment and financial flows needed and other co-benefits (social, environmental, health, etc).
 - iv. **Analysis of air quality** in the city, including observed relationship of Nitrogen Dioxide (NO₂), ground-level Ozone (O₃) and particulate matter (PM₁₀) and its impacts on health. This analysis should be

¹ The report(s) should be presented to the Bank in electronic form in one file. The document must contain a cover, the main document and annexes. No zip, PDF, or PowerPoint presentation file will be accepted as a final report, according to the regulation in the Record administrative Section.

- based on existing studies based on officially and scientifically approved data or studies.
- v. Proposal to streamline a **decision making process that allows selecting mitigation options**, financing them and ensuring that GHG emissions reductions are monitored, verified, reported and updated continuously. This proposal needs to take in consideration the city's development priorities and goals. International examples of mitigation measures with successful outcomes will be an asset to give the municipality different options of emission reduction actions.
 - vi. Organize and carry out a **capacity building workshop** in the city for the technical teams of the municipality to be capable of replicating the exercise and to understand the results of the activities (i)-(v) in Section III.1 above.
 - vii. Provide the municipalities and the Bank with a **manual** that will list all the activities to be performed in order to **update this study**.

1.22 **Consulting Engagement 2:** Develop a probabilistic hazard and risk assessment study

- a. The consulting firm must produce a **risk assessment report** and **Mapping** for the city. The result of the maps and spatial dataset shall provide including a description of the dataset and its format. The format shall be PC compatible with ESRI ArcGIS.

1.23 **Consulting Engagement 3:** Develop the urban footprint study and analysis of growth scenarios

- a. The consulting firm must produce the following documents and studies in English and Spanish:
 - i. **GIS Database - Development of Geospatial data infrastructure.** A Geographic Information System with relevant georeferenced data, including densities (existing densities measured in inhabitants per hectare in the consolidated portion of the city and in the periphery) and land uses, key green and gray infrastructure, natural disaster-prone areas, among others.
 - ii. **Report on Current and Historic Urban footprint.** A historic analysis of the urban change since 1984-85 for each city that presents the composition of the urban footprint in terms of land cover using 10 classes, and the identification of the areas of change since 1984, including a study of the historic densities associated with each urban footprint, and a study of the current densities for the city with documentation and imagery and photographs samples of each density category.
 - iii. **Report on Development of Urban Growth Scenarios** A simulation analysis for current trend conditions up to 2030 (or closer temporal demographic data set available), and for a smart growth approach, including: (i) a cost analysis of infrastructure for the two growth scenarios analyzed (current trends and smart growth); (ii) analysis in

terms of the impacts of each scenario (costs and GHG emission level implications), assessing which of the two would be more convenient for the city, and policy recommendations; and (iii) a planning summary for policy makers expressing major findings of the analysis performed.

TIMEFRAME

- 1.24 The activities under these terms of reference should be completed within **six (6) months** from the starting date of the contract. It is expected that the Consulting Firm will submit an advanced draft of the studies for the city three (3) months after the starting date of the contract..

PAYMENT SCHEDULE

- 20% upon Signature of the contract and agreement on the scope of work and deliverables.
- 40% upon Consultant submitting an advanced draft for the key studies for the city. This advanced draft should include: (i) GIS database and draft report on current and historic urban footprint; draft risk assessment report and mapping; and (iii) draft inventory of GHG Emissions, including identification of mitigation options.
- 40% upon the Bank's approval of the final report and all deliverables.

IV. COORDINATION AND SUPERVISION

- 1.25 The supervision of the consultant's work and deliverables will be done with the coordination of Mr. Ellis Juan, General Coordinator of the Emerging and Sustainable Cities Initiative; Horacio Terraza, Coordinator for Infrastructure and Environment; and Andres Blanco, Coordinator for Institutions for Development.

TERMS OF REFERENCE

Implementation of the Ceasefire Program in Barranquilla

(a) Background

CureViolence was developed by and is a project of the Chicago Project for Violence Prevention (CPVP), which operates under the University of Illinois. It is a scientifically proven, cost-effective, public health approach that anticipates and interrupts transmission of risk events and changes the social norms and behaviors that perpetuate violence. CureViolence, which employs a public health approach, works to interrupt the cycle of violence and to change norms about behavior. This is achieved through its five core components: (i) street outreach to at risk youth, (ii) public education, (iii) faith leader involvement, (iv) community mobilization and (v) collaboration with law enforcement.

The CureViolence approach to stopping the spread of violence focuses directly on those persons or groups who are at the highest risk for initiating violence or being a victim of it. Highest risk participants are defined as individuals who meet specific multiple criteria based on age, involvement in groups, engagement in activity associated with violence, and being a recent victim or close to a recent victim of violence that are derived from research and local data. CureViolence's participants are usually beyond the reach of conventional services.

A study by the National Institute of Justice (Skogan et al., 2008) over a three year period concluded that the Chicago CureViolence intervention was effective because it:

- Decreased shootings and killings (41-73% drop in shootings and killings in CureViolence zones; 16-35% drop in shootings directly attributable to CureViolence).
- Decreased retaliatory murders (100% reduction in retaliation murders in five of eight neighborhoods).
- Made shooting "hot spots" cooler (in every program area there was a substantial decline in the median density of shootings following the introduction of CureViolence).
- Effectively helped highest-risk youth (85-99% of high-risk clients needing help received help from CureViolence; clients received help in getting jobs, education, drug treatment and more; 99% of clients reported that CureViolence had a positive effect on their lives).
- Made neighborhoods safer (a positive effect on neighborhood safety was shown in every community studied).

Furthermore, Johns Hopkins Bloomberg School of Public Health (2012) conducted an evaluation of the Safe Streets programme in Baltimore which replicated Chicago's CeaseFire. They examined, inter alia, the effects of the program on homicides and nonfatal shootings as well as community attitudes toward gun violence. The study

concluded that the Safe Streets programme was associated with 5.4 fewer homicide incidents and 34.6 fewer nonfatal shooting incidents during 112 cumulative months of intervention post observations. Moreover, among youth surveyed, youth in intervention communities were less likely than youth in other neighborhoods to believe that it was okay to use a gun to resolve disputes. In addition, outreach services which connected young people to various services were found to be protective against involvement in violence.

As the program originator, designer, and methodology owner, as well as implementer in Chicago, CPVP is the sole agency providing technical assistance to communities to develop the program. Over the past fifteen years, it has provided support to the development of program replications in the United States, Trinidad and Tobago, and Iraq. For this reason, the Inter-American Development Bank through non-reimbursable technical assistance is supporting the municipality of Barranquilla to replicate the CPVP, an evidence based strategy that have proven effective in reducing violence. During the initial phase of the program will focus on a feasibility study of CureViolence to confirm the viability of implementing the model in the most violent urban communities of Barranquilla. Base on its results a second phase will provide the resources to replicate the model.

(b) General and Specific Objectives

The overall objective of this assignment is to implement the CureViolence program in Barranquilla. It should result in a reduction in the levels of firearm related violence in selected communities. The implementation will be based and will take into consideration the results and recommendations of the assessment of the feasibility study envisioned in phase one.

The specific objectives of the overall programme have been identified as:

- To prevent harm and reduce injuries associated with firearm-related violence;
- To proactively prevent the escalation of tension that is likely to lead to violence;
- To reduce the likelihood that high risk individuals will engage in criminal and antisocial behavior;
- To improve public perception of safety; and,
- To improve coordination and collaboration among stakeholders to enhance efficiency in delivering violence prevention services.

(c) Scope of Work

Under this consultancy, the Chicago Project for Violence Prevention will be required to undertake the following activities:

TASKS	Estimated Duration
Phase 1: Programme Planning and Development	
1. Review relevant documentation to understand the context of the overall assignment including CeaseFire Feasibility Study, Evaluations of CeaseFire and other published documents.	10 days
2. Work closely with the Mayor's office personnel to develop Monitoring and Evaluation framework for the overall programme including data collection instruments and systems.	10 days
3. Establish Community Coalition/ Steering Committee to provide oversight and monitor the overall programme through regular meetings. This could include representatives of governmental, non-governmental, community based and other agencies, and community residents. Representatives of the police service may also participate.	10 days
<p>4. Staff Recruitment</p> <p>4.1. Establish hiring panel to include Barranquilla's Public officials, Consulting Firm, members of the coalition/steering committee, residents and law enforcement personnel to interview persons positively responding to published advertisements for the positions. Community based hiring panels are recommended for the positions of violence interrupters and outreach workers.</p> <p>4.2. Recruit qualified personnel (estimated at 5) to act as Violence Interrupters and operate within the designated CeaseFire zone (See Appendix C for Job Description). Violence Interrupters may be sourced from a pool of candidates that include residents, ex-offenders, faith based leaders and others with the ability to effectively relate to the target population.</p> <p>4.3. Recruit qualified personnel (estimated at 5) to act as Outreach Workers and operate within the designated CeaseFire zone (See Appendix B for Job Description). Outreach workers may be sourced from a pool of candidates that include residents, ex-offenders and others with the</p>	30 days

TASKS	Estimated Duration
<p>ability to relate to the target population.</p> <p>4.4. Recruit all other personnel essential for the effective administration and implementation of this programme. Proposed staffing requirements are identified below:</p> <ul style="list-style-type: none"> • Program Manager (1) • Outreach Worker Supervisor (1) • Violence Prevention Coordinator (1) • Finance Personnel (2) • M&E/ Research Personnel (1) • Administrative Personnel (1) <p>4.5. Establish system for regular outreach/interrupter staff debriefing and professional employee assistance support.</p>	
<p>5. Staff Training</p> <p>5.1. Coordinate and execute in-depth training for all personnel involved in the direct implementation of the programme. This training may be provided by staff from CeaseFire Chicago and will focus on the delivery of the programme according to model.</p> <p>5.2. Adapt/ develop staff training manual that identifies competency standards for all personnel and outlines the curriculum/modules to be covered by formal training.</p> <p>5.3. Implement training identified as essential for all new programme staff including mediation, personal safety, introduction to relevant legislation (e.g. Children’s Package of Legislation, Gang Legislation, Sexual Offences Act etc.)</p>	10 days
<p>6. Develop or adapt protocols for the overall management of the programme including, but not restricted to:</p> <ul style="list-style-type: none"> • Rapid responses to shootings • Staff safety • Child, victim and witness Protection 	20 days
<p>7. Collaborate with relevant stakeholders to produce a comprehensive violence prevention plan tailored to the specific needs of CeaseFire communities that specifies short and long-term goals that are consistent with the goals of the CeaseFire Project.</p>	30 days

TASKS	Estimated Duration
Phase 2: Programme Implementation	
<p>8. Data Analysis</p> <p>8.1. Monitor trends in crime and violence through ongoing data collection and analysis; with emphasis on shootings, wounding and homicides. In particular, data collected should identify who is involved, when violence is taking place (time, date) and which areas are most impacted by this violence.</p> <p>8.2. Based on information collected above, determine the most efficient deployment strategies for interrupters and outreach workers.</p> <p>8.3. Establish data sharing arrangement with the Barranquilla Police Service and other viable sources.</p> <p>8.4. Monitor implementation of Violence Prevention Plans</p>	Duration of contract
<p>9. Mediation/ Violence Interruption Services</p> <p>9.1. Supervise violence interrupters as they operate within the CeaseFire zone in the mediation of conflicts involving one or more person or community</p> <p>9.2. Deploy interrupters to hospitals/ health centres and clinics to work closely with victims of gun violence to prevent revenge or further violence</p> <p>9.3. Collaborate with Outreach Services to identify and direct high risk individuals to alternative, diversionary, developmental or other pro-social opportunities.</p>	Duration of contract
<p>10. Outreach Services</p> <p>10.1. Establish referral system to various social services, educational and other providers. The system should include development of protocols, guidelines, relevant referral documents and processes, reporting formats and feedback mechanisms.</p> <p>10.2. Supervise outreach workers as they operate within the designated CeaseFire zone.</p>	Duration of contract

TASKS	Estimated Duration
<p>10.3. Recruit and supervise a caseload of 75-100 members of the target population (15-20 per outreach worker). Outreach services include conflict resolution, referrals to social and health services available through other government agencies, identification of educational, vocational training and employment opportunities, face to face coaching, mentoring and counseling.</p> <p>10.4. Maintain accurate records regarding treatment plans for programme beneficiaries. It is proposed that a unique risk reduction plans be developed for each programme participant based on the levels of presenting risks.</p> <p>10.5. Work closely with faith based leaders to identify short and long term solutions to violence in CeaseFire communities. Faith-based leaders and organisations should be engaged, where possible, in direct service delivery including counseling, provision of safe havens, advocacy and preaching of non-violence.</p>	
<p>11. Public Education Services</p> <p>11.1. Work closely with outreach workers, police officers, community residents and others to design messages which promote behavior change, non-violence and lawfulness.</p> <p>11.2. Engage in ongoing public education activities using appropriate social marketing strategies and activities including printing and dissemination of public education materials, community events and community responses to violence. At least one activity should be held per month in order to saturate participating communities with succinct non-violence messages.</p>	Duration of contract
<p>12. Community Mobilization</p> <p>12.1. Recruit a minimum of 200 community residents to act as volunteers and participate in community responses within 72 hours of receiving notice of a shooting or killing.</p> <p>12.2. Convene Inter-Community Forums on a quarterly basis to provide updates on the implementation of the Violence Prevention Plan and the results achieved by CeaseFire over the period. The forum is also an opportunity to solicit ideas</p>	Duration of contract

TASKS	Estimated Duration
which can be applied to an overall violence prevention strategy.	
Phase 3: Closing and Evaluation	
13. Preparation and submission of Report that includes evaluation of programme and recommendations.	30 days

a) Sustainability

It is anticipated that the overall programme design will have an enduring impact on the levels of crime and violence in Barranquilla. Its design should therefore facilitate scaling up and integration into mainstream violence prevention service delivery. The organization should demonstrate commitment to collection of data which should enable a comprehensive evaluation upon completion. In so doing, the findings can be shared with local, regional and international organizations who may be viable long term partners.

(d) Duration

The duration of the contract is twelve (24) months commencing from the date identified in the contract.

(e) Timelines and Reporting Arrangements

CPVP will report to the Institutional Capacity of the State division of the Inter-American Development Bank in coordination with the Mayor office of Barranquilla.

(f) Deliverables and Payment Schedule

For the performance of duties outlined in this Terms of Reference, the consulting firm is expected to provide the following deliverables and will be paid as outlined below.

Deliverable	Deadline	Payment	
-		20%	Upon signing of the contract
A detailed inception report and work plan including M&E framework for overall programme	30 days after signing of contract	15%	Upon submission and acceptance of inception report and work plan

Deliverable	Deadline	Payment	
Interim Progress Reports that describe progress being made with the assignment and challenges encountered as well as expenditure incurred;	Quarterly or based on agreed work plan	20%	Upon submission and approval of first Interim Progress report
Interim Progress Report	Quarterly or based on agreed work plan	20%	Upon submission and approval of second Interim Progress report
Interim Progress Report	Quarterly or based on agreed work plan	20%	Upon submission and approval of third Interim Progress report
Draft Final Report	30 days prior to the end of the contract	0%	--
A final report which should be a comprehensive overview of the project, methods, findings, challenges, and recommendations; and, electronic and print copies of all data collected during the assignment.	2 weeks prior to the end of the contract.	5%	Submission and approval of final report

(g) Technical Profile and Selected Consulting Firm

- Over the past 15 years, the Chicago Project for Violence Prevention (CPVP) has developed a proven-track record for providing training and technical assistance throughout the United States and Iraq to plan, implement, evaluate and monitor the CureViolence intervention to reduce shootings and killings. CureViolence ensures fidelity to the model in Chicago and other communities by providing technical assistance, intensive training, program monitoring, support, and evaluation. CureViolence has developed a 40-hour domestic curriculum to implement the model with input from community partners that can be adapted to diverse cultural contexts. Outreach workers, violence interrupters, and conflict mediators benefit substantially from practical hands-on training that emphasizes the knowledge and skills needed to be

successful at reducing violence, while also preparing them for other service positions in the future.

- Currently, CureViolence is coordinating operations in Chicago and 12 additional cities (including Baltimore Maryland, Kansas City, Missouri, Phoenix Arizona, and 11 sites in New York State). Another 12 cities are in the pipeline for development. In 2008, in partnership with the American Islamic Congress (AIC), the CureViolence model was adapted for an international context for the first time. Since January 2009, conflict mediators have intervened in 112 violent incidents and prevented escalation (killing) in 105 of those cases. An official report written by the U.S. Department of Foreign Relations recommended expanding the CureViolence program to “all of Iraq’s major cities and look for ways to expand these concepts into school curricula, media outreach and public diplomacy programs.”
- As it does for implementation in the United States, CeaseFire aims to orient itself as a centralized coordinating and guiding body to provide leadership, strategy, training and technical assistance. Insights gleaned from the cross-cultural application of the CeaseFire model have been shared with numerous international audiences. CeaseFire staff has participated in meetings with representatives from the World Health Organization, UNICEF, the Inter-American Development Bank, the World Bank, prospective partners and various government officials. Twenty countries, including Trinidad and Tobago, Brazil, Guatemala, El Salvador and South Africa have either visited Chicago-based demonstration sites or hosted CureViolence staff.
- Their technical knowledge and substantive experience, therefore qualifies CPVP to develop strategies to work with the highest risk populations – individuals who are most likely to shoot or be shot.

APPENDIX A

JOB DESCRIPTION- PROGRAM MANAGER

Responsibilities

Community Mobilization

- Using community organizing techniques (see *Community Organizing and Community Building for Health*, Meredith Minkler, 2005) to mobilize the community to engage in activities that will help change the thinking and norms, so that shooting and killing is no longer an acceptable behavior and to create alternatives for those currently at highest risk for shooting someone or being shot.
- Must recruit and manage an active volunteer base, a minimum of twenty (20) individuals by the fourth (4th) month of CeaseFire program implementation to: participate in shooting responses; canvass the neighborhood; participate in the planning and execution of community activities; and, help identify auxiliary resources and provide advocacy on behalf of the highest risk.
- Within the first two (2) months of CeaseFire program implementation, convenes and leads a group that is representative of the community to develop a violence prevention plan to reduce shootings and killings in their community. Ensures that the planning committee:
 1. Includes the following in their violence prevention plan: an assessment of the nature and extent of shootings and killings in the CeaseFire community using data and other community input;
 2. Utilizes the “framework for violence prevention” provided by the Chicago Project to prioritize strategies and identify outcomes;
 3. Produces a written violence prevention plan tailored to the specific needs of CeaseFire communities that specifies short and long-term goals that are consistent with the goals of the CeaseFire Project; and,
 4. Facilitates implementation of the strategies identified in the plan with an emphasis on maximum engagement of community residents and existing community services.
- At least once monthly, convenes and/or participates in a local coalition that actively addresses public safety and violence prevention and reduction efforts in the target area, bringing CeaseFire related issues to the table for discussion to engage in joint problem solving.
- Documents meetings, including minutes of planning committee sessions, and correspondence to area residents and community partners, etc.
- Plans and implements responses to shootings with community residents and other local partners within seventy-two (72 hours)
- At least once monthly, organizes and executes a CeaseFire community activity.
- Manages and tracks CeaseFire public education campaign in the target area.
- Plans and oversees the conduct of a range of activities

Resource Development

- Develops relationships with local service providers and program partners, including law enforcement, faith leaders, and community stakeholders, in order to identify and access resources for the highest risk.

CeaseFire Team Management

- Responsible for the adoption and continued implementation of CeaseFire Program Management best practices as taught in the required CeaseFire Program Management 101 Training

Coordinate with outreach supervisor to provide and participate in:

- Organizing hiring panels
- Regular weekly (i.e., same day, same time) staff meetings
- Regularly weekly supervision for Outreach Supervisor

Additionally CeaseFire Program Managers must:

- Participate in administrative/management meetings for CeaseFire/ act as a communication liaison for the other staff members regarding the proceedings of these administrative meetings
- Regular, timely completion of CeaseFire documentation and reports

Program Monitoring

- Participates in evaluation activities of the community-based violence prevention program and organizes and participates in a review of program progress.
- Participates in regular meetings with Chicago Project staff to:
 1. Review and assess progress to programmatic goals as stated in the Scope of Work
 2. Assess relevance and adequacy of the violence prevention plan as it is developed;
 3. Refocus the violence prevention plan as needed based on these meetings; and
 4. Determine other priority needs and goals.
- Attends Intercommunity Forum (ICF) meetings and contributes to the success of the forum by contributing to the agenda, participating at meetings and by interacting with representatives from other agencies that do similar work in the identified CeaseFire zone.

Qualifications

- BS in a Human Services field (i.e., Sociology, Social Work, etc.) or equivalent experience
- Excellent communication skills (written and verbal)
- Proven management experience (e.g., monitoring budgets, programmatic progress to goals, etc.)

- Proven community organizing abilities
- Proven ability to document programmatic activities and assist others in doing so
- Experience and/or training in crisis intervention and staff supervision
- Valid driver's license, insurance, and good driving record

Schedule of Payment

- Monthly

Characteristics of the Consultancy

- Consultancy category and modality: National, individual consultant
- Duration: To be determined
- Place of work: Colombia

APPENDIX B

JOB DESCRIPTION- OUTREACH WORKER

Responsibilities

Stopping shootings by doing all that is required individually and in a team to prevent all shootings in the neighborhood assigned, including:

- Getting to know all the highest risk persons and the people who know them
- Letting it be known that you and other outreach workers are here to stop shootings and that they should tell you when shootings or other violence might happen so that you can help intervene
- Working to intervene in circumstances in which violence is likely, including possible retaliation
- Working to understand why a shooting happened and to determine why it is that you and the team were not informed – developing strategies to be better informed the next time
- Working to gain trust of the community and the highest risk persons so that they know why you are there – to help prevent shootings and violence, and to help high-risk persons in any way you can
- Calling for assistance when situations require it

Full participation in CeaseFire, which includes:

- Anticipate and be responsive to Outreach Supervisor's requests and needs
- Continuously keep Outreach Supervisor informed as to what is going on (this includes: what is going right, what is going wrong and anticipating what might go wrong)
- Work as a member of a team – work together to ensure that shootings are reduced
- Outreach to the community (individually and as a team member) to build strong relationships with youth, residents, businesses, and community groups
- Identify youth who are gang members and those at-risk for joining gangs and intervening in their lives through case management to aid in solving current problems and preventing future ones
- Serve as linkages and support for individuals to enhance their assistance and use of opportunities and programs in the community (job programs, GED, drug treatment, and mentoring)
- Advocate for youth through court testimonies, when necessary
- Participate, as necessary, in organizing responses to shootings and increasing visibility when shootings/killings take place (developing networks with other outreach program workers to coordinate an inclusive and strategic response)
- Investigate causes of shootings/killings to assist in mediating situations and preventing retaliation between individuals and groups (working with the community, outreach programs)

and local law enforcement to gain information that may be helpful in preventing additional killings) and provide documentation

- Identify and diffuse “hot spots” for shootings and violence (conducting eyeball surveys with residents and CBOs to identify areas frequented by potential offenders) and provide documentation
- Document shootings and other acts of violence prevented
- Respond to shootings in other communities, when necessary
- Document detailed client case notes and other duties as assigned

Qualifications

- Experience working with at-risk youth and gang members
- No pending criminal cases or prior convictions for sexual assault, child abuse or domestic violence
- Excellent communication skills
- Experience or training in crisis intervention
- Knowledge of communities
- Valid driver’s license, insurance, and good driving record

Schedule of Payment

- Monthly

Characteristics of the Consultancy

- Consultancy category and modality: National, individual consultant
- Duration: To be determined
- Place of work: Colombia

APPENDIX C**JOB DESCRIPTION- VIOLENCE INTERRUPTER**

Violence Interrupters are assigned to work in one or more CeaseFire communities by:

- Gaining information on potential conflicts in CeaseFire communities
- Formulating action plans to help resolve conflicts with gang mediation Task Force
- Attending weekly gang mediation meetings every Wednesday at 3:00 pm
- Meeting with high-risk individuals on a daily basis to discuss issues
- Helping in the efforts to prevent all potential retaliatory shootings
- Developing relationships with key leaders in the community
- Referring potential clients to outreach workers
- Documenting conflicts resolved on conflict mediation forms (provided by CPVP)
- Keeping daily log documenting all contacts with high risk individuals daily
- Participating in CeaseFire outreach worker trainings
- Distributing public education materials on to targeted audience
- Attending community responses as needed

Administrative Duties

- Are expected to work 10 to 20 hours per week
- Will be paid once monthly
- Are required to submit all paperwork to CPVP
- Are required to submit invoice for services rendered
- Must complete all documentation for payment

SAFEGUARD POLICY FILTER REPORT

This Report provides guidance for project teams on safeguard policy triggers and should be attached as an annex to the PP (or equivalent) together with the Safeguard Screening Form, and sent to ESR.

1. Save as a Word document. 2. Enter additional information in the spaces provided, where applicable. 3. Save new changes.

PROJECT DETAILS	IDB Sector	URBAN DEVELOPMENT AND HOUSING-SUSTAINABLE CITIES
	Type of Operation	Technical Cooperation
	Additional Operation Details	
	Investment Checklist	Generic Checklist
	Team Leader	Terraza, Horacio Cristian (HORACIOT@iadb.org)
	Project Title	Studies for the Implementation of the Methodology, Action Plan and Preinvestment
	Project Number	CO-T1317
	Safeguard Screening Assessor(s)	Scodelaro Bilbao, Federico A. (federicos@IADB.ORG)
	Assessment Date	2012-11-27
	Additional Comments	

SAFEGUARD POLICY FILTER RESULTS	Type of Operation	Technical Cooperation	
	Safeguard Policy Items Identified (Yes)	The operation is in compliance with environmental, specific women's rights, gender, and indigenous laws and regulations of the country where the operation is being implemented (including national obligations established under ratified Multilateral Environmental Agreements).	(B.02)
		The operation (including associated facilities) is screened and classified according to their potential environmental impacts.	(B.03)
		The Bank will monitor the executing	(B.07)

		agency/borrower's compliance with all safeguard requirements stipulated in the loan agreement and project operating or credit regulations.	
		Suitable safeguard provisions for procurement of goods and services in Bank financed projects may be incorporated into project-specific loan agreements, operating regulations and bidding documents, as appropriate, to ensure environmentally responsible procurement.	(B.17)
	Potential Safeguard Policy Items(?)	No potential issues identified	
	Recommended Action:	Operation has triggered 1 or more Policy Directives; please refer to appropriate Directive(s). Complete Project Classification Tool. Submit Safeguard Policy Filter Report, PP (or equivalent) and Safeguard Screening Form to ESR.	
	Additional Comments:		

ASSESSOR DETAILS	Name of person who completed screening:	Scodelaro Bilbao, Federico A. (federicos@IADB.ORG)
	Title:	
	Date:	2012-11-27

SAFEGUARD SCREENING FORM

This Report provides a summary of the project classification process and is consistent with Safeguard Screening Form requirements. The printed Report should be attached as an annex to the PP (or equivalent) and sent to ESR.

1. Save as a Word document. 2. Enter additional information in the spaces provided, where applicable. 3. Save new changes.

PROJECT DETAILS	IDB Sector	URBAN DEVELOPMENT AND HOUSING-SUSTAINABLE CITIES
	Type of Operation	Technical Cooperation
	Additional Operation Details	
	Country	COLOMBIA
	Project Status	
	Investment Checklist	Generic Checklist
	Team Leader	Terraza, Horacio Cristian (HORACIOT@iadb.org)
	Project Title	Studies for the Implementation of the Methodology, Action Plan and Preinvestment
	Project Number	CO-T1317
	Safeguard Screening Assessor(s)	Scodelaro Bilbao, Federico A. (federicos@IADB.ORG)
	Assessment Date	2012-11-27
	Additional Comments	

PROJECT CLASSIFICATION SUMMARY	Project Category: C	Override Rating:	Override Justification:
			Comments:
	Conditions/ Recommendations	<ul style="list-style-type: none"> • No environmental assessment studies or consultations are required for Category "C" operations. • Some Category "C" operations may require specific safeguard or monitoring requirements (Policy Directive B.3).Where relevant, these operations will establish safeguard, or monitoring requirements to address environmental and other risks (social, disaster, cultural, health and safety etc.). 	

		<ul style="list-style-type: none"> The Project Team must send the PP (or equivalent) containing the Environmental and Social Strategy (the requirements for an ESS are described in the Environment Policy Guideline: Directive B.3) as well as the Safeguard Policy Filter and Safeguard Screening Form Reports.
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SUMMARY OF IMPACTS/RISKS AND POTENTIAL SOLUTIONS	Identified Impacts/Risks	Potential Solutions

ASSESSOR DETAILS	Name of person who completed screening:	Scodelaro Bilbao, Federico A. (federicos@IADB.ORG)
	Title:	
	Date:	2012-11-27