



Terms of References for Coordinator of Swiss Accompanying Measures in SECO Ur- ban Development Projects

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1 Background / Context of the mandate

SECO is the Swiss Confederation's center of expertise for all core economic policy issues, including economic cooperation and development. SECO's Economic Cooperation and Development division is responsible for the planning and implementation of economic development activities with middle income developing countries as well as with countries of Eastern Europe. It coordinates Switzerland's relations with the World Bank Group, the regional development banks and the economic organizations of the United Nations. SECO is part of the Federal Department of Economic Affairs, Education and Research (EAER). SECO's strategy seeks to promote sustainable economic growth as well as to strengthen the partner countries' resilience and response to economic and financial crises, environmental disasters and political conflict.

In the framework of this collaboration, SECO's Infrastructure Financing Section (WEIN) has been active in the urban space for a long time, traditionally by working with cities on the strengthening of economic infrastructure services. Since 2013, WEIN has expanded its cooperation to integrated urban planning processes and multi-sectoral cooperation efforts within cities. Thereby SECO supports municipalities to plan pro-actively and make informed choices on sustainable urban development and particularly on infrastructure investment priorities across sectors. Based on prioritized investments, SECO also supports cities to access different infrastructure financing options.

SECO's approach promotes evidence-based and long-term planning of urban infrastructure investments as a fundamental lever to facilitate sustainable urban development and economic growth. SECO supports sustainable urban development by (co-)financing projects from IFI's and other development agencies as well as by funding direct technical assistance to cities and ministries. A wide variety of support is eligible for SECO funding, ranging from consulting, technical assistance and capacity building, to small catalytic investments. Thematically, SECO's support in the field of sustainable urban development has a clear focus on integrated and spatial urban planning, urban mobility, urban resilience and urban energy management. Climate change, resource efficiency and gender are the transversal topics, mainstreamed into these thematic areas.

In 2020, SECO approved a number of new urban development projects, among others two in Vietnam to be implemented by UN-Habitat and the *Deutsche Gesellschaft für Internationale Zusammenarbeit* (GIZ) respectively; one in Bolivia to be implemented by the World Bank; and one with UN-Habitat focusing on Cameroun, Egypt, Jordan and Myanmar.¹ The bulk of activities under these projects will be under the direct responsibility of the respective implementing institutions. However, SECO has reserved funds to implement accompanying measures to further strengthen these projects and increase knowledge transfer between Switzerland and the beneficiary country, e.g. by offering access to Swiss expertise. A fundamental condition for these measures will be the demand and explicit interest of counterparts and beneficiaries in receiving such assistance. Although under the direct responsibility of WEIN, for the accompanying measures to be successful, close coordination with the implementing institutions will be mandatory.

WEIN now seeks a competent partner for the overall coordination and management of the Swiss accompanying measures (SAM) under the different projects.

¹ For more detailed information on the different projects, see Annex 2 (UN-Habitat Vietnam) and Annex 2 (GIZ Vietnam), Annex 3 (World Bank Bolivia) and Annex 5 (UN-Habitat Cameroun, Egypt, Jordan and Myanmar).

2 Scope of the mandate

The organization/company in charge of coordinating and managing the Swiss accompanying measures (hereafter “the SAM Coordinator”), in close collaboration with the responsible Program Managers of SECO/WEIN and the implementing institutions of the respective project, i.e. UN-Habitat, GIZ and the World Bank, will:

- a. Identify Swiss expertise² in potentially relevant fields (mapping of potential supply, which needs to be relevant in and transferable to the respective country context).
- b. Identify needs of beneficiary institutions (mapping of demand).
- c. Ensure match-making between demand and supply of expertise and propose concrete initiatives in the form of Terms of Reference (TOR) for each assignment.
- d. Ensure the overall management of the assignments;
- e. Promote longer-term collaboration/partnerships between Swiss institutions and institutions in the respective partner countries (particularly in the cases of Vietnam and Bolivia).
- f. Perform other activities to be agreed upon between SECO and the SAM Coordinator.

The specific tasks of the SAM Coordinator under the above-mentioned scope of work include, but are not limited to:

- a. Identify Swiss expertise in the relevant fields

Even though the SAM support will only be provided on the basis of a confirmed demand from the counterparts in the respective partner countries, in a first step, SECO expects the SAM Coordinator to develop an overview of existing Swiss expertise in potentially interesting fields for counterparts. Such fields may for instance include, but not be limited to:

- Participatory and multi-sectoral urban planning
- Land-use planning
- Skills development for urban development
- Professional training and adult learning
- Nature-based solutions for urban resilience
- Natural hazard risk analysis, monitoring and early warning
- Finance for resilience, i.e. intergovernmental transfer system or private financing
- Urban energy management and energy efficiency
- Digitalization and smart cities

² Although this mandate concerns the implementation of the “Swiss Accompanying Measures” and throughout the document, we refer to “Swiss expertise”, “Swiss institutions”, etc., it should be noted that especially in the case of public tenders to be organized in the context of this mandate, offers from international service providers can also be considered, provided they present Swiss knowledge and expertise. Also, where appropriate, triangular cooperation involving a Swiss partner and a regional institution may be considered.

It is clear that these broad fields of expertise can be further sub-divided to make the thematic overview more granular and complete. The idea is, however, not necessarily to have a complete list of available Swiss expertise from the very beginning, but rather to have a solid basis for initial discussions with counterparts and beneficiaries in the respective countries.

Further to the identification of fields of expertise, the SAM Coordinator will also develop a roster of Swiss institutions, organizations, companies and individuals with specific know-how and relevant experience in development country contexts to provide advice, technical assistance or any other kind of service – all of them becoming members of the “Swiss Expert Network”. Institutions and individuals included in the roster should have a confirmed interest in a potential collaboration in the framework of the projects. However, since the SAM is a demand-based assistance mechanism, it has to be underlined that being on this list of potential TA providers does not automatically entitle participating institutions to any mandate under the project. SECO is ready to support the SAM Coordinator in approaching potentially interested Swiss institutions and experts.

The SAM is a mechanism to provide beneficiaries access to internationally relevant Swiss expertise and, to the degree possible, establish institutional partnerships, in line with the mandate of SECO's Economic Cooperation and Development division. It might be possible that in selected cases, in line with the objectives of the respective projects, the SAM Coordinator assists in connecting counterparts in a beneficiary country to a Swiss provider of relevant products or technologies. However, the SAM will not be used to finance the purchase of such products by partners in the respective countries.

b. Identify needs of beneficiary institutions:

On the basis of the thematic overview and the institutional roster developed under point a. and in close coordination with the implementing institutions of the different projects (UN-Habitat, GIZ and World Bank, respectively) as well as the Swiss representation in the respective country, the SAM Coordinator will approach counterparts and beneficiaries in the respective countries³ to assess their concrete needs and interest in receiving assistance in the defined fields.

A key condition for the deployment of the SAM is the explicit interest of respective counterparts in such support. It may well be that the initial offer of Swiss expertise developed under point a. does not fully correspond to the demand of the potential beneficiaries. In this case, the SAM Coordinator will take note of additional needs and, to the extent possible, strive to identify a corresponding (Swiss) offer. Where this is not possible, the SAM Coordinator will transfer the demand to the relevant project implementing institution.

c. Define and propose concrete assignments

Once a match between the demand of potential beneficiaries and the (Swiss) offer has been achieved, the SAM Coordinator, in close collaboration with the beneficiary institution, project

³ Vietnam: e.g. Ministry of Construction (MOC), Institute of Urban Development Management (IUDM), Urban Development Authority (UDA), Ministry of Planning and Investment (MPI), governments of selected cities/provinces. Bolivia: e.g. Ministry of Public Works, Services and Housing (MOPSV), Ministry of Development Planning (MPD), local governments of La Paz and Santa Cruz.

implementing institution and possibly also by involving the service provider (i.e. the institution/expert) itself, will develop a concrete assignment in the form of Terms of Reference (TOR). TOR will have to define the objective, expected results, activities, technical requirements, timeline and budget. Potentially, an assignment can also consist of on-demand advisory services with a maximum budget. SECO will have to provide its non-objection prior to subcontracting the institution/expert).

In case the assignment could be implemented by several institutions or individuals on the roster, or should the overall amount of the assignment exceed CHF 50,000.00, the SAM Coordinator will invite the potential candidates to present short offers. The SAM Coordinator will then choose from these offers, with SECO providing its non-objection. In the eventual case of assignments above CHF 230,000.00, an open international tender will be organized in close coordination with SECO.

d. Overall management of the assignments

The SAM Coordinator will be fully responsible for organizing and supervising SAM assignments. This will include, but not be limited to:

- Making the necessary preliminary arrangements with the beneficiary;
- Coordinating and aligning assignments with respective projects;
- Subcontracting and financial management of the Swiss service provider (prior to SECO non-objection);
- Onboarding⁴ and supervising of service providers;
- Submitting short final reports on the results of the assignments to beneficiaries, the relevant project implementing institution and SECO;
- Managing of knowledge generated throughout the mandate;
- Submitting annual progress and financial reports (s. chapter 5: Deliverables);
- Handling a project account for payments to service providers.

At the beginning of the mandate, the SAM Coordinator will establish an Operations Manual to define and agree with SECO on the procedural details of this mandate.

e. Promote longer-term collaboration/partnerships between members of the Swiss Expert Network and institutions in the respective partner countries

In addition to strengthening the projects of UN-Habitat, GIZ and World Bank respectively, in a medium and long-term perspective, the SAM should also serve to foster mutually beneficial exchanges between Swiss institutions and counterparts/beneficiaries in the respective countries (particularly in the cases of Vietnam and Bolivia), and thereby contribute to strengthen bilateral relations between Switzerland and these countries. Accordingly, over time the SAM should increasingly focus on facilitating institutional partnerships among different public, private and academic sector players rather than just financing technical assistance by individual experts. Since building such institutional partnerships is a complex endeavor needing sufficient time, SECO expects the SAM Coordinator to establish a clear plan to achieve this objective over the duration of the SAM mandate.

⁴ In this context, under the term «onboarding», we understand the process of familiarizing new institutions/experts with the details of the respective project, the beneficiaries and implementing partners, the idea behind and approach of the network, the role of experts, etc.

- f. Other activities to be agreed upon between SECO and the SAM Coordinator (other countries, topics, etc.)

Considering that the mandate covers a rather extended period, with a lot of issues still to be defined in more detail and possibly changing over time, further tasks may emerge in the course of the implementation of the mandate. Accordingly, SECO expects a high degree of openness and flexibility on the part of the SAM Coordinator. For instance, SECO and the SAM Coordinator might agree in the future to extend or adapt the mandate to additional topics and possibly also additional countries.

Swiss Accompanying Measures might also be included in future SECO projects in other contexts. For SECO, it will be important to be able to build upon the experience and the products generated under this mandate. Accordingly, SECO will reserve its right to use the information and contacts of the Swiss Expert Network generated under the SAM mandate in other countries and contexts, too – with or without the assistance of the SAM Coordinator.

3 Schedule

The mandate of the SAM Coordinator will last from the date of signature (approx. July 2021) until December 2025. According to progress of the different projects, its duration can be extended upon agreement between SECO and the SAM Coordinator.

Additionally, an option as described under chapter 6: Budget as well as in the Instructions to Bidders (Chapter 7: Budget and Prices) is foreseen. This option is foreseen since additional countries and/or topics may be covered in the future, which would lead to an extension both of the financial envelope as well as the duration of the mandate. Triggering the option will require prior approval of additional financial resources by SECO.

The exact timing of execution of the mandate will depend on the different assignments and the details of the support provided under each assignment. A substantial degree of flexibility will therefore be needed from the part of the SAM Coordinator.

4 Stakeholder Coordination

The SAM Coordinator will ensure regular contact with the SECO Program Managers in charge of the different projects in Berne. Remote exchange will be possible in the large majority of cases. Still, physical presence in Bern will be expected for key discussions at least three times per year – if situation of the pandemic allows. Moreover, establishing a network of and ensuring continuous exchange with Swiss service providers will warrant frequent travel within Switzerland. International travel of team members is not mandatory, but possible.

Frequent interaction between the SAM Coordinator and stakeholders in the respective countries (counterparts/beneficiaries as well as UN-Habitat, GIZ and World Bank) will be necessary. The SAM Coordinator is therefore expected to have a representative in Hanoi and Bolivia. In the case of Cameroun, Egypt, Jordan and Myanmar, local coordination can be ensured through the implementing institution (UN-Habitat).

As described in chapter 2d, the SAM Coordinator will be responsible for sub-contracting the service providers in the Network for specific assignments. SECO will have the right to request copies of contracts before or after signing. For eventual in-house mandates, prior consent by SECO and disclosure of daily rates will be required.

5 Deliverables

At the beginning of the mandate, the SAM Coordinator will draft an Operations Manual to define and agree with SECO on the procedural details of this mandate.

The SAM Coordinator is expected to submit annual reports on the mandate, including an overall assessment of the progress of the mandate, summary information on implemented and planned assignments, as well as a short recount on challenges, lessons learnt and next steps. Annual reports are written in English language.

In addition, annual financial reports covering the coordination funds as well as the project funds (funds for the assignments) have to be submitted. Reporting on project funds has to be divided by individual countries/projects. A yearly expenditure plan is required for the replenishment of the project fund.

Invoices for coordination expenses of the SAM Coordinator are to be submitted on basis of actual work rendered and expenses incurred. The frequency of these invoices will be set down in the contract between SECO and the SAM Coordinator. Additionally, disbursement requests for replenishing the project account will have to be submitted to SECO. Financial audit requirements for the project funds will be specified in the contract (see chapter 3.1.2. of model contract in annex 6).

Moreover, the SAM Coordinator will establish and maintain a list of Swiss institutions and experts that are part of the network, with a short description of assignments, indicating the level of satisfaction of both the beneficiaries/implementing institution as well as the SAM Coordinator itself with the performance of the different Swiss service providers. This list is to be shared with SECO periodically.

As mentioned under chapter 1c, the SAM Coordinator will prepare TORs for all assignments and submit short final reports on the results of the assignments to beneficiaries, project implementing institutions and SECO.

6 Budget

The confirmed budget limit for the mandate is CHF 1,440,000. CHF 450,000 will be financed through the SAM budget line foreseen under the project with UN-Habitat in Vietnam; CHF 210,000 from the budget line under the project with GIZ in Vietnam; CHF 680,000 have been reserved for SAM in the project with the World Bank in Bolivia; and CHF 100,000 in the case of the project with UN-Habitat in Cameroun, Egypt, Jordan and Myanmar.

This amount includes SAM coordination and administrative costs, as well as the costs of the specific assignments. The financial offer should include coordination and administrative costs to be incurred by the SAM Coordinator. These costs are expected not to exceed 25% of the overall budget (i.e. max. CHF 360,000). Additionally, international and local travel expenses of up to 50,000 as well as a reserve of 45,000 for the SAM coordination mandate shall be foreseen according to the budget template provided in the Instructions to the Bidders.

In case the SAM model proves successful, it might be extended to other projects and/or countries in the future. Although the confirmed budget for the SAM measures amount to CHF 1,440,000 only, the current tender includes an option for additional resources under management of up to CHF 1,440,000 to be confirmed in the future. Offers should therefore include this option, indicating the estimated cost of including up to three additional countries with additional budget resources of CHF 480,000 each. The mandate and thus the TOR for this option remain the same as for the base mandate.

A priori, we assume the mandate is exempted from Swiss value added tax (VAT), but it will be the responsibility of the SAM Coordinator to confirm.

7 Qualifications

The mandate will require the following experience and skills:

Of the institution in charge of the mandate:

- Experience with donor-funded projects in the field of urban development, including financial management; progress and financial reporting;
- Experience with comparable mandates (e.g. managing projects w/ multiple stakeholders; managing networks);
- Proven understanding of Swiss institutional environment (public, private, academic and civil society) as well as contacts to individual experts in the relevant fields/topics, such as participatory urban planning, skills development, professional training and adult learning, nature-based solutions, natural hazard risk management, urban energy management and energy efficiency, land-use planning, digitalization, etc.
- Experience

Of the Team Leader:

- A minimum of 10 years of expertise and experience in working on sustainable urban development, of which at least 5 years in or with municipalities in emerging and developing countries;
- Proven understanding of Swiss institutional environment (public, private, academic and civil society) as well as contacts to individual experts in the relevant fields/topics;
- Proven ability to develop a network of institutional and individual Swiss partners;
- Proven experience in project management with donor-funded projects in the field of urban development, including activity and financial reporting;
- Proficiency in English and Spanish (written/spoken), working knowledge of German, French and/or Vietnamese is an advantage;
- Working experience in South-East Asia and/or South-America is an advantage.

Of the team:

- Expertise in the field of urban development in Vietnam and Bolivia respectively and familiarity with the relevant fields/topics mentioned above;
- Established network in the Vietnamese/Bolivian public sector at national and subnational levels;
- Proven ability to coordinate and establish close working relationships with different stakeholders and beneficiaries, including relevant line ministries, city authorities, Swiss experts, UN-Habitat, GIZ and World Bank;
- Proficiency in English, Spanish and Vietnamese;

- Proven ability to ensure proficient administrative and financial management of the mandate, including contractual arrangements with service providers, accounting, logistical support, etc.

To meet all the requested qualifications, the team leader has the possibility to associate with other team members qualified for the fields where he/she lacks the expertise requested from the overall team. Also, a co-team lead is possible.

As mentioned under point 4, frequent interaction between the SAM Coordinator and stakeholders in the respective countries (counterparts/beneficiaries as well as UN-Habitat, GIZ and World Bank) will be necessary. The SAM Coordinator is therefore expected to have a representative in Vietnam (Hanoi) and Bolivia (La Paz).

The institution in charge of the SAM Coordination will be the unique contract partner for the overall mandate and will thus take full responsibility for the execution of the mandate. It will be responsible for coordinating the respective experts for the implementation of the specific tasks under the mandate and for ensuring the quality of products.